

Governance Lessons from Odisha's Successes

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By

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Abstract

Odisha, an eastern coastal Indian state, is known for its tribal cultures and many ancient Buddhist and Hindu temples. Apart from the rich heritage that the state holds, it is also endowed to massive mineral wealth. Previously, it was considered a backward state in all three spheres – economic, social and political. But today due to the toil of the stable government, the state has been able to make a mark with efficiency in disaster management and various other achievements. By inviting various industrial groups and getting them to invest, Odisha has been steadily going ahead on its path to development. This report is a review of various reports and articles which talk about the development path taken by Odisha and tries to look at five specific spheres, as samples, in which the state has achieved admirable success.

Introduction

Odisha, a coastal Indian state, located in the eastern part of the country neighbouring to the states of Jharkhand and West Bengal to the north and northeast, Andhra Pradesh and Telangana to the south, Chhattisgarh to the west and the Bay of Bengal to the east. It has an area of 155,707 km² and a coastline stretching 480 km in length.

Previously known as the princely state Kalinga, it was an extraordinary political power. The kingdom was a centre of Buddhism as well and has multiple references in various Buddhist scriptures. The Mauryan emperor Ashoka invaded Kalinga, and one of the most significant wars of ancient history to be fought along the banks of the Dayariver. Later, Kalinga was under the rule of emperor Kharavela. During his reign, Kalinga emerged as a powerful kingdom.

Later on, even during the 13th and 14th centuries when Muslim powers ruled India, independent Kalinga remained a citadel of Hinduism. The end of the 16th century, saw the acquisition of Kalinga by Afghan rulers, consequently by the Mughals, the Marathas and the British. Finally, on April 1, 1936, the British established it as a separate province Orissa. Eventually, Orissa became a state of India in 1950. In 2011, Orissa was renamed as Odisha.

Odisha has a varied topography which includes five major physiographic regions— eastern coastal plains, the central plateau, the central and mountainous highland, the western rolling uplands and the rain flood plains. Moreover, about one-third of the state has a green cover.

The state is home to oldest geological formations, wherein the interior regions are some of the oldest rocks of Earth's crust. The Eastern Ghats extend roughly parallel to the coast and rise to an elevation of about 3600 feet. In contrast, the central tract comprises plateaus and basins like the Kalahandi and Hirakud which provide for soil and irrigation facilities. The coastal plains are a result of alluvial soil depositions by the rivers flowing into the Bay of Bengal, especially vital rivers like the Mahanadi, Brahmani, Baitarani and Subarnarekha.

Odisha also has the Chilika Lake on its east coast, which is one of the world's largest brackish water lagoons. The Chilika Lake plays host to many migratory birds and is also a breeding ground for many fish and waterfowl. The state showcases beautiful scenic waterfalls, like the Sanaghagara falls, Bhimkund, Devkundetc.

The state has vast water bodies, the forests and woodlands comprising about 37.34% of the total land area. These are classified as tropical moist deciduous and tropical dry deciduous. It contributes to an array of wildlife, in the form of protected parks and sanctuaries which also serve as major tourist attractions such as Bhitarkanika National Park, Simlipal National Park etc. Elephants, gaurs, blackbucks, four-horned antelope and various types of tigers are some of the noteworthy animals found in the green covers. There are plenty of peacocks found in these forests. Notable mountain peaks of the state include MahendraGiri andMalayagiri.

The capital, Bhubaneswar, is well known as the Temple City or EkamraKshetra as it still preserves over 500 of India's most exquisite temples. Similarly, Odisha has many worthwhile heritage sites like the Lingaraj temple, Konark Sun Temple, Dhauli (where the famous Kalinga war took place) and the notable PuriJagannath Temple.

The government's proactive approach in promoting tourism with its unique tagline claiming Odisha to be "India's Best Kept Secret" has brought in people from around the world to witness the peaceful co-existence of many different tribes along with the developed city life.

The tropical wet-dry climate indeed makes it an ideal tourist spot, mostly for nature lovers and people having a keen interest in diverse culture and traditions. Even during the warmest month of May when temperature usually cross 40-degree Celsius, the hilly regions provide relief and hence attract many tourists. Rainfall in the state occurs from June to September. But because of its geographical placement the state also faces the wrath of the concurrent high storm tides and cyclonic storms, resulting in massive destruction, almost every year.

The population composition of Odisha has two-fifths of Scheduled Tribes and Scheduled Castes. Division of tribal people is based on linguistics - Munda languages, speakers of various languages of the Dravidian family and the speakers of Odia. But today Odia, the official language of Odisha, is spoken by many tribal as well as non-tribal population. People speak Bengali in some of the northeastern parts. The dominant religion followed by the people of the state is Hinduism, followed by Islam which makes the largest religious minority. Other prominent religions are Christianity, Buddhism and Jainism. Every Hindu, throughout the country, looks up to Lord Jagannath, of Puri, as a prominent centre of their religious faith.

Most of the population reside in the rural areas. The farming community densely populates the coastal plains. Most tribals are in the hilly regions. The major cities of the state are Bhubaneswar, Cuttack, Puri and Rourkela.

The eastern state of Odisha is blessed with vast mineral reserves like coal, bauxite, iron ore, limestone etc. that raise the state's worth when it comes to their industrial uses.

The major economic activities in the state are agriculture, mining, energy, manufacturing and services.

Odisha is primarily an agrarian state, and agriculture provides about 70% of employment opportunities. Yet the sector accounts for only 26% (meagre) of the state's GDP. Important crops are rice, pulses, oilseeds, cereals, jute, sugarcane, coconuts and spices. But usually, agricultural families are engaged in agro-based industries or non-agricultural activities since factors like low sunlight availability, modest soil quality etc. result in a low yield.

On the other hand, the eastern state of Odisha has an endowment of vast mineral reserves like coal, bauxite, iron ore, limestone etc. that raise the state's worth when it comes to their industrial uses. The state is one of the top producers of high-quality iron ore. Various industrial groups like the Tatas, Reliance, Jindal, etc., in recent years, have been eyeing Odisha to expand their business which has helped the state receive substantial private investments. The town of Talcher is bestowed with coal reserves which provide a reliable energy base for various large-scale industries.

Similarly, Odisha also generates a considerable amount of electricity through hydroelectric stations by harnessing the great Mahanadi river through the Machkund and Hirakud dam. The Hirakud Dam is the longest and the second largest dam in the world, producing 347.5 MW of

power. The dams play a considerable role in checking floods, ensuring irrigation and power supply to the lower basin.

The manufacturing industries present in the state are predominantly large-scale industries tied to natural resources like steel, ferromanganese, cement, aluminium, fertiliser production and non-ferrous smelting. Being one of the most mineral-rich states in India, Odisha accounts for over 55% of the country's bauxite reserves and hence ranks first in the production of aluminium. It is also one of the favoured investment destinations for domestic and international iron and steel players. Recently, the government came up with "Team Odisha" to help with investment promotion. With an attractive combination of ease of doing business along with a low cost of doing business, Odisha is eyeing at corporates. The best example of this is the highly successful 'Make in Odisha' Conclave of 2018.

Odisha also has several MSMEs industries, including mills producing sugar, paper, glassworks etc. There is also a small but well-recognised handicraft sector, with its world-famous textiles, silver filigree so on and so forth.

Odisha's service sector developed in the early 21st century. As per the Odisha Economic Survey of 2018-19, the service sector constituted 41.6% of the Gross State Value Added (GSVA), making it a vital driver of the economy. The services mainly include banking, finance, insurance, trade, hospitality and tourism. Even though the state has vast potential in tourism, it has seen a decline in the growth rate. Only in the last fiscal year, with greater emphasis on tourism by the government, there has been a marginal increase. Also, Odisha has been continually trying to promote sports and became the first state to sponsor the Indian hockey teams with a five-year contract.

The state government has been proactive in conducting various programs to improve and expand its healthcare structure, educational, cultural, economic and welfare opportunities. The literacy rate, according to NSS, is at 77.3%, i.e. 0.4% less than the national average. Odisha has been very efficient at controlling the present COVID-19 crisis through a robust healthcare facility.

Odisha has a rich heritage and an exquisite culture producing some of the most excellent examples of Indian art forms and architecture. In visual arts, it is famous for mural paintings, stone carving, painting on palm leaves, sand art. Odissi and Chhau are some of the well-known dance forms, traditionally performed to depict a mythological story. Lastly, Odisha is also the site for various festivals unique to its soil, like Raja Parba, Boita-Bandana etc.

Development over the years

During the British Raj, the people in the Odisha Province got neglected as it was a small population speaking a distinct language and spread over a limited area. There was lack of attention towards political, social or cultural development. Due to the language constraint, the rest of India left Odisha almost isolated. Slowly, the people started to develop a rational outlook, and there was a growth of education, hence press and journalism flourished. The media thus took an active role in developing the socio-cultural, political and economic life of the Odisha. It led to the formation of various civic associations. With time, people started demanding more political rights under the leadership of elites like MadhuSudhan Das, Gopabandhu Das, etc.

Post-independence, the economy of Odisha was in distress due to failure in harnessing its resources and the meagre public expenditures in ensuring welfare and infrastructure. 65.4% of its people were below the poverty line, and Odisha occupied the first place in poverty. Odisha was mainly divided into mostly two regions, the hilly districts occupied by the tribals and the coastal plains where people had a higher standard of living. Since a more substantial proportion of the population were rural inhabitants, the pace of urbanisation was slow. Over the years, it had seen a staggering growth, which was not only slow but heavily dependent on financial aid and subsidies from the central government. It was mainly due to political ineptitude, massive corruption by the political elite, bureaucratic apathy, political defection and instability so on and so forth. For thirty years since independence, not a single elected ministry was able to last for the usual five years term, mainly due to political inconsistency of the coalition partners. The state's failure was best seen in the handling of the 1999 super cyclone which claimed more than officially recorded 10,000 lives.

However, the Naveen Patnaik government, which was formed a year later, ensured that the state was not just well-prepared to face such natural calamities but also gets robust private investments from the industrialists, which helped in the development of the state.

Between 1950-80, Odisha limped at 2.77% of growth, then at a meagre 4% after the 1980s. However, after the 2000s, with the liberalisation of the Indian economy, a greater emphasis was on the upcoming industrial sectors, especially in manufacturing and mining. The natural resources endowed in the state helped it stay ahead in the race and Odisha played the role of a crucial supplier of raw minerals to national companies and to various MNCs. It helped the state attain an 8 per cent growth rate, which was a much faster pace compared to the rest of the country. Another reason for such a high rate was a lower base effect.

In 2000, Naveen Patnaik got elected as the Chief Minister of the state. Since then, there has been no looking back for him. Odisha has seen a substantial improvement in the major economic indicators, despite the numerous issues in governance. Patnaik implemented aggressive industrialisation to attract private investments by providing land concessions, tax concessions, rationalising labour laws etc. Three major factors that contributed to the surge in growth and development in Odisha were a massive industrial investment, fiscal discipline and effective disaster management.

There is no consensus on what good governance is. However, there have been mentions of specific criteria time and again. These often revolve around the government's ability to maintain transparency, answerable to its public, adherence to its responsibilities of enhancing the lives of the people and so on.

By 2007, the Patnaik government aimed at making Odisha a manufacturing hub of India, with more considerable attention on employment generation and value addition through MSMEs. These efforts helped push up growth rates.

On the other hand, by 2003, the government also focused on building infrastructure through innovative disaster management initiatives against cyclones and floods. All such steps helped Odisha raise its Gross State Domestic Product (GSPD) growth rate.

Between 2011-12 and 2016-17, the growth rate dipped to 7% due to a general slowdown, yet surpasses the country's average of 6.8%.

Similarly, these efforts contributed in drastically reducing poverty, and the literacy rate also went up by almost 25 per cent between 1991 and 2011. Between 2011-12 and 2016-17, Gross State Domestic Product (GSDP) expanded at a Compound Annual Growth Rate (CAGR) of 10.70 per cent to US\$ 60.6 billion. By 2015-16, the share of industry and services in the state's GVA was up to 42.6%, almost double the previous figures. During that period, Odisha's literacy rate also rose to 73.45%, highest among all the poorer states except Uttarakhand.

The tables were turned by 2011-12 when poverty reduced substantially by falling below 33%. It was a better performance than the neighbouring states of Bihar, Jharkhand and Chhattisgarh.

In 2016, under the Modi government, Bhubaneswar emerged on top among 20 cities that got selected as a part of the first batch of the Smart City Initiative.

Odisha became the first state to give provision of land rights to slum dwellers in 2017, which is still considered historic legislation across the country. It ensured better healthcare, education and housing services to over 200,000 slum households. Odisha also received the World Habitat Award for this act of the government.

One of the main reasons for such a growth spurt is the political stability that the state has seen under the leadership of Naveen Patnaik. In recent years, the government has also shifted its focus on developing the tourism and sports sector, which have assisted in increasing employment and have opened up great opportunities for the people of the state.

Through this report, our main aim is to take a close look at the various sectors in Odisha which have seen spectacular growth and take lessons as to how good governance can bring a once backward state into a fast developing one.

Disaster management in Odisha

In a matter of two decades or so, Odisha, earlier known as a state having a large number of people languishing in the darkness of starvation and poverty, has now emerged to be a state known to the world for its efficient and immaculate disaster management and risk reduction system. Owing to its geographical placement, Odisha faces the wrath of the concurrent high storm tides and cyclonic storms, resulting in massive destruction, almost every year. After losing numerous lives to the dreaded 1999 Super Cyclone, the government of Odisha dedicated itself supremely to ensuring that maximum lives could be saved while facing such grave situations. The government has stuck to their plan of zero-casualty ever since, and in 2013 when the cyclonic storm Phailin hit the coasts of Odisha, resulting in a massive loss of property and environment. Eighteen out of thirty districts in the state were affected by the storm and subsequent floods. The majority of damages were due to high-speed winds of up to 220 kmph, followed by ensued torrential rains. However, what was commendable was the fact that Odisha was able to contain its deaths irrespective of the intensity.

With timely reports from the India Meteorological Department (IMD), the Odisha State Disaster Management Authority (OSDMA) conducted mock drills in the red alert areas, and Cyclone and

Flood Shelter Management and Maintenance Committees were enacted to encourage the departure of vulnerable populaces. Just 36 hours before the impending landfall, more than 1 million individuals were evacuated, which is one of the biggest crisis evacuations in record time. While two million people were affected, 14 districts were alerted, approximately 0.5 million families got transferred to temporary shelter homes, the deaths were limited to 23.

Odisha is one of the few states which have an active State Disaster Management Authority (first one to be established in 1999, even before the National Disaster Management Authority). But it doesn't end there; the state also has specially trained workforce in the first of its kind, Odisha Disaster Rapid Action Force (ODRAF). The members of ODRAF get recruited from the Odisha State Armed Police (OSAP) and Armed Police Reserve (APR). Their preparedness in battling natural calamities such as these involve timely detection, dissemination of information, preparation for shelter, evacuation, preparation for disaster response, safety measures, resource mobilisation, monitoring and intersectoral coordination. Several means of communication were exercised to disperse early warnings, like constant news coverage, use of email, fax, telephone, print media, radios, loudspeakers in various districts, so on and so forth. Satellite phones were distributed among representatives of the districts that were under direct threat. The Indian Army, Navy, Air-Force, NDRF and ODRAF were on standby for emergency and relief efforts like clearance of roads, searching for free kitchens, evacuation, disposal of dead, ensuring sanitation and availability of safe drinking water and various other relief works. The three primary activities during the restoration and rehabilitation phase were establishing communication, bringing back power supply and rebuilding the damaged houses and public properties. The role of cooperation and effective communication between the local and national officials was evident during Cyclone *Phailin*. The efficiency of the government was one of the cardinal reasons in limiting the death toll. OSDMA also implemented the Disaster Risk Reduction (DRR) program, formulated by the GoI and the UNDP, where many community volunteers came ahead to help their community prepare for such dire circumstances.

Among the affected victims of the cyclone, there was an overall satisfaction with the efforts undertaken by the government. All officials worked day and night for about 2 to 6 months to restore things to normalcy. The UN felicitated Naveen Patnaik, the chief minister of Odisha, and also mentioned that not just other states but even disaster-prone countries like the Philippines should learn from the state. The organisation even recommended Odisha to focus next on preparing itself for all kinds of risks, including the effects of climate change and creating a global example for others to follow.

Similarly, in the next year, when *Hudhud* hit the coasts of Odisha, the death toll was contained to just two.

Across the vulnerable areas of Odisha, multi-purpose cyclone and flood shelters are built in line with designs proposed by IIT Kharagpur. These silted structures have open spaces on the ground floor for the water to fill, while the people take shelter on the first floor. The state-of-the-art infrastructure to combat natural calamities and disasters, in general, has been endorsed by the World Bank as well. Even the community volunteers are usually young locals specially trained in rescuing and saving lives. Odisha also has an ambitious Early Warning Dissemination System

in place, which alerts the population at the press of a single button. Moreover, the effectiveness of the officials, volunteers and various other groups can be credited to the chief minister, Naveen Patnaik, himself who actively monitored all the proceedings.

The OSDMA also won the prestigious SKOCH Award, 2018 for its remarkable achievements in the field of disaster management.

Again, what broke all the existing records of *Phailin* was *Fani* that struck Odisha in 2019. According to the chief minister, it was the "rarest of rare summer cyclones" that made its landfall in Puri, bringing all lives to a standstill. Until 24 hours before its landfall, one was not sure of its trajectory, which was making the task all the more challenging. But Odisha left no stone unturned to save its people. Reported by the New York Times, Odisha spent a lot to evacuate people and transfer them to safe shelter places with an accommodating capacity of hundred people each. A record 1.47 million people were evicted in less than 48 hours, and almost 7,000 kitchens, catering to 9,000 shelters, were made functional in less than 24 hours. About 25,000 tourists were evacuated from vulnerable areas by mobilising 23 special trains and 18 buses. Around 43,000 volunteers were involved in assuring the preparedness, the forte of the state. Cyclone *Fani* made landfall in Puri with a wind speed of more than 200 kmph and destroyed critical infrastructure, especially power, telecom and water supply. Even after the terrible intensity, the fatalities were limited to 64 only. Apart from the most advanced relief infrastructure, accurate warnings from the IMD, etc. what was most commendable was the fact that roughly 2.6 million text messages were sent to locals in a clear language before the cyclone hit, keeping everyone alert and prepared. The OSDMA started an app named "SATARK" (System for Assessing, Tracking and Alerting Disaster Risk Information based on Dynamic Risk Knowledge), which received the IT Excellence Award of 2019. It tracked and provided real-time watch, alert and warning information for different natural disasters and hazards.

A joint report prepared by the World Bank, the Asian Development Bank and the UN estimated that damage caused by the cyclone was worth Rs 24,176 crores. Since the Super Cyclone of 1999, the World Bank has worked closely with the state to ensure recovery, rehabilitation and restoration through projects such as Odisha Disaster Recovery Project etc.

The OSDMA also implemented the "Build Back Better: approach to reconstruct better than the pre-disaster levels. Multi-disaster resilient housing -- with large glass windows, glass and aluminium panels for withstanding wind speeds -- would be one of the key features in the housing sector. The CM declared that it aimed to convert nearly 7 million semi-permanent houses to pakka (permanent) houses.

Lastly, OSDMA, in collaboration with UNICEF and UNDP, is preparing a roadmap to make the state disaster resilient in 15 years. The state road map will have quantifiable milestones to achieve the targets and could even be adopted by other states once complete.

The most recent cyclone to hit the state was Cyclone *Amphan* which was a powerful and deadly tropical super cyclonic storm. Since the landfall happened in Digha, West Bengal, most of the damage occurred in the city of Kolkata. Nonetheless, Naveen Patnaik sent over 500 rescue personnel to the neighbouring state to assist with relief and reconstruction.

One can also see the efficiency of the state disaster management teams in the example of 2018 Kerala floods that left the latter devastated. Apart from the first state to sanction a financial aid of 10 crores, the CM sent 244 fire service personnel trained in rescue operations, along with 65 rescue boats and other equipment. According to the Director-General of the Fire and Rescue Services of Centre, the teams rescued hundreds of marooned lives and also carried out underwater rescue missions. The Odisha government also started special trains to assist the stranded Odia people in Kerala.

Not just in case of natural calamities but Odisha showed resilience in tackling the present COVID-19 pandemic with the same tenacity and vigour. Odisha's unique approach in disaster management has helped the state maintain the lowest fatality rate in the country, just 0.46%, even after witnessing a steep rise in the cases. The approach was to involve physical infrastructure like the multi-purpose shelters, etc. as well as the intellectual infrastructure by evolving government's institutional setups. Designated spokespersons brief the media while the health department deals with the task of focusing on health management. Different committees were set up, just like during the controlling of cyclones, to look into particular sectors specifically. District administrators also roped in the services of local workers to reach the grassroots level. Observing and taking lessons from how the Corona situation flared up in countries like Italy, Spain, so on and so forth, Odisha became the first state to set up specialised COVID hospitals from the start, even when there were hardly any cases in the state. It established such exclusive hospitals in all the major districts so that there is no dearth of beds and the capital city, Bhubaneswar, doesn't face all pressure in case of a surge.

The state government's farsightedness, under the leadership of Naveen Patnaik, has indeed been commendable when it comes to disaster management. And, indeed an approach that can be studied upon and applied on a larger scale globally.

Sports Capital of India

Odisha has time and again given many sporting champions to the country in the national and international levels, be it Dutee Chand (sprinter), Padmini Routray (International chess grandmaster) or Dilip Tirkey (Indian hockey player and ex-captain), Pragyan Ojha (Indian cricketer), Srabani Nanda (sprinter), Amiya Kumar Mallick (sprinter), so on and so forth. The people of Odisha have always been sports enthusiasts, especially in rural areas. Most of the hockey players in the Indian team come from rural villages of Odisha.

Odisha, in the past, hosted some cricket tournaments (in all formats) in Barabati Stadium in Cuttack. But it never really made its mark as a sporting capital, until the state hosted the Asian Athletics Championship in 2017, Men's FIH Hockey World Cup and Indian Super League in 2018, and FIH World Series Final and Commonwealth Table Tennis in 2019. These are a few of the events that brought Odisha global recognition.

The journey to becoming the sports capital started in 2013 when the youth went crazy over sports, with the Hockey India League's franchise Kalinga Lancers. A greater enthusiasm was seen among the public when Hockey India brought the Champions Trophy to a revamped hockey stadium in Kalinga stadium in 2014. People came out in large numbers to witness the

international hockey teams perform. These events were successes indeed, but the one happening that turned things around for the state and the stadium was the Asian Athletics Championships in 2017. It was this event that showed the world the immense potential of the state and justified the tagline "India's Best Kept Secret".

Initially, Jharkhand was supposed to host the event. But three months before the Championship, the Jharkhand government withdrew.

Back in 2017, when the Athletics Federation of India (AFI) president Adille Sumariwala visited Odisha to examine the stadium for the venue, he was shocked. Quoting him, "There was nothing at the Kalinga Stadium, absolutely nothing. No track, no grass. It was a complete ghost town-type stadium." He was left wondering that only a miracle could now save the event. But after meeting with officials like Vishal Dev (then Odisha Sports Secretary) and Karthikeyan Pandiyan (Advisor to the CM) gave him some hope and he started believing that the event would take place as per schedule. On his second visit, which was after ten days, he was pleasantly surprised to see that more than 50% of the renovation work complete. Three months from then, it was the best-conducted Asian Athletics Championships ever in the history of the sports. People showed in large numbers, enthusiasm and vigour were felt in the air and as per the AFI President, "It was freakin' amazing work of competence how fast things worked out in Odisha". The world-class facility that Kalinga Stadium had become in a span of a mere three months was something other states need to emulate.

The sudden interest in promoting sports and making it a culture emanated from the CM Naveen Patnaik's desire to engage with the youth of the state. He believes that sports are a universal language and unites all. Sports are for the youth and youth are the future, so there's no better way to engage with them than through sports. After organising a large-scale international event successfully, the government decided to focus on getting more such events to the state and hence transform the state into one of the finest centres for training, coaching and high-performance centres globally. Overnight, sports became the priority sector for the government. The budget for sports got more than doubled, and Odisha saw various Indian sports stars like Abhinav Bindra, Anil Kumble, Gagan Narang descend to Kalinga Stadium and start their respective academies in Bhubaneswar.

The next big event that the state was to witness was the FIH Men's Hockey World Cup in 2018. It was a huge event, and Bhubaneswar became the third city, after Delhi and Mumbai, in the country to host the world cup tournament. Eminent personalities from various fields visited the state to see international teams compete for the trophy. Bollywood superstars, Shahrukh Khan, Salman Khan, Madhuri Dixit, so on and so forth opened the tournament and the anthem was curated by none other than Oscar award winner AR Rahman. Starting from sportspersons, superstars to team officials and organising teams, everyone left satisfied. Seeing the fervour of the people of Odisha for hockey, Bhubaneswar got selected to host the 2023 World Cup, after Hockey India won the bid. Odisha also is the first state to be the official sponsor of the national hockey squad, both men and women.

The prosperous enterprising of the government in the sports sector impressed various corporate houses to fund many sporting projects in the state. Dalmia Cement (Bharat) Ltd are involved with badminton. Similarly, Rungta Mines, Aditya Birla Group, Reliance Foundation and the Tatas are committed as well to help the government grow better facilities in every possible sport. Since most of the sportspersons come from the tribal parts of Odisha, the government gives more emphasis on enhancing these areas. For example, hockey turfs are to be laid in every block of Sundargarh district, from where all the state hockey players have emerged.

What was remarkable overtime was that Odisha after getting devastated by the cyclone *Fani* in 2019, hosted the FIH World Series Finals within less than a month. They again wrote a success story.

Apart from hockey, football is another sport that is of high priority to the state. Odisha has been preferred partner for professional football clubs and also by the All India Football Federation. The grand Kalinga Stadium has already played host to numerous games in the Indian Super League (ISL), as well as the Hero Super Cup and the Hero Gold Cup. In 2019, the club "Odisha FC" was launched in the ISL. It was a significant step as it would further encourage footballers and sports lovers alike.

Another pleasant surprise for the state and the nation is that Odisha will be hosting the FIFA Women's U-17 World Cup in 2021. Bhubaneswar is one of the four venues that has been selected by FIFA, and the representatives seemed quite positive with the arrangements of the city. Bhubaneswar is already building a world-class football turf in Kalinga Stadium and looks forward to coming on the FIFA map, which is an achievement in itself.

The government is also hopeful that by making continuous efforts in strengthening the sports sector, the state will be a forerunner hosting the 2032 Olympics if India wins the bid for the hosting rights.

Indeed, one can agree that Odisha has pioneered what people term as "sports tourism" and has emerged as the 'Sports capital of India'.

Tourism in Odisha

Owing to the industrialisation and urbanisation, the general lifestyle of people has undergone a massive change. Consequently, the business scenario has also advanced, including the expanding of the tourism sector to its potential. The hills of Odisha not only store secrets of rich historical temples but are also a rich heritage which is a resultant of an exquisite mix of spirituality, culture, nature and art. Odisha's tourism isn't restricted to sports and events. Even the confinement of four walls spells out the wonders of Odisha's culture and tourism, in the embodiment of pattachitra and filigree work as well as the varied handloom, attracting audiences from around the world. It can be genuinely said that Odisha is a complete holiday package -- one place where there's art, culture, food and spirituality, and the fascinating picturesque beauty. One can most certainly lose oneself while touring the 'Diamond Triangle' with all its ancient Buddhist excavations and peaceful pagodas of Lalitgiri, Ratnagiri and Udayagiri. The architecture of the remains is living proof of inspiration to the stupas in Borobudur in Indonesia, say, historians. Even the 'Golden Triangle' -- Puri, Konark and Bhubaneswar -- is no less of wonder for tourists.

Many dance festivals are held during the winter months, with the heritage monuments playing gorgeous backgrounds for artists from around the world. But, in between the state's 'Diamond Triangle' and 'Golden Triangle', there are numerous spots that are celebrated by the tourists. And that is the reason why the National Geographic Travellermagazine has also mentioned Odisha in the '50 Tours of Lifetime'. The 'Cathedral of East' aka Bhubaneswar is the central point for travellers from the rest of Odisha. The focal point isn't without its beauties. 'City of Temples' holds in its folds some of the best sites, such as Mukteswar Temple, Rajarani Temple as well as the caves of Khandagiri and the Nandankanan Botanical Garden and Zoological Park, which also happens to be Asia's largest zoo.

The government has taken several steps in enhancing the tourism sector and since the start gave a considerable priority to the hospitality sector. Growth of tourism is directly linked to rising trends of accommodation and implies that good growth can allow good foreign investment locations. Hence, Odisha became the first, back in the 1980s, to invest in the industrial growth of the hotel sector to meet the increasing demands for accommodation. For this, the government and private sector came forward together, making Odisha's hospitality exemplary.

Odisha government's consistent effort to invest in the hotel industry has been generous in revenue generation. Some major projects that are in progress are led by major companies like ITC group, et cetera. The Star Hotels aren't only restricted to the capital city. They have ventured as deep as the Ganjam in South and Sundargarh in North. Moreover, their facilities are continuously changing for betterment.

Previously, the tourism sector did not produce very promising returns as the state had been known for all the wrong reasons like poverty, illiteracy, etc. But today, of the six sectors that the government deems essential for generating revenue, tourism is one. Hence, several efforts have been taken in the past few years to intensify the outreach and bring limelight to the rich culture and heritage that the state possesses.

Renovation of the airport, it's a convenient location and the government's decision to expand the connectivity to some of Asia's prime locations has benefitted the tourism. Chandaka, Chilika and Nandankanan are a part of eco-tourism of Odisha, which is relished by nature lovers from various parts of the world. In 2019, Odisha also organised the Marine Drive-Eco Retreat, set against the idyllic Ramchandi Beach in Konark where tourists experienced 'glamorous camping' along with the state's beautiful art, culture and delicious cuisine. Tourism ministers and bureaucrats attended the event from various states and the centre and were all praises for the month-long show that the government put up. After *Fani*, the Marine Drive region was devastated. But the quick recovery and the planning for the fest was applauded by many, including the Prime Minister. The word 'Glamping' is an innovation of Odisha, a term that comes from glamorous and camping. It was a tremendous success, and the budget for tourism for 2020-21 was doubled with a vision of hosting such 'glamping' events more often and in other places as well. The Odisha government targets Rs 20,000 crore new investments in the tourism sector. The government intends to increase its footfall to 23.84 million tourists and create almost 2500 star-category stay places by 2021. It also has plans to allot 2000 acres of land to foreign investors for projects in the tourism spectrum. Through this, the government is even attempting to create

massive job opportunities. It's also trying to connect to 5 new international places and is all set to have a new tourism policy soon.

According to the government, Odisha Tourism has identified nine circuits in the state for the tourism department, and plans are being proposed to include more houseboats and camping sites in Chilika and Bhitarkanika. Arrangements are in place to explore into the not-yet-uncovered tourist sites in Odisha and more steps are being implemented to maintain the 'pollution-free' status; to ensure that the cleanliness in beaches is maintained. In 2018, the Chandrabhaga beach on the Konark coast became the first beach in Asia to get the Blue Flag certification for being environment-friendly and keeping clean, equipped with amenities of international standards. Since tourism has emerged as a critical industry across the world for employment and income generation, Odisha can benefit as well as be benefited by the sector with increased participation by the stakeholders.

The Odisha Tourism Roadshow of 2019 also happened to be the perfect location for several business-to-business and business-to-government meetings. The sports sector is also being uplifted since Odisha has emerged to be the 'Sports Capital' of the country.

After the website revamp of Odisha Tourism in which the department assured considerable support to the travellers, IT company Adobe Systems flashed the makeover. The makeover has allowed the digital campaigning, the social media and the website to be activated full-fledged. The software giant highlighted the success saying that other states should see it as an example of how to use technology to their advantage in today's world. The revamp now allows bloggers and vloggers to showcase their talents as well on the official website. It is a new kind of incentive. It is comprehensive and a proper planner, consisting of hotels, home-stays, spots, events and so on. The user-friendly manner of the website has not only been appreciated but also has a role in the increased footfall.

It started the 'Odisha by Day and Hockey by Night' campaign which meant to promote the tournament but also to reach out to India and the world about the rich heritage it has inherited. The campaign was popularised not only in other Indian cities but also in Sydney, Canberra, Munich et cetera. There were promotional road shows too.

In March 2019, 358 places were identified as tourist attractions in the state. During 2018-19, the tourist arrivals in Odisha were about 15.6 million in comparison to 14.3 million in 2017-18, and growth rate was 8.76%. Recently, the CM revealed that Odisha had outperformed the average global growth (i.e. 4%) concerning tourist footfall. The state witnessed a 9% growth rate in 2019-20, which is a positive sign. The government also announced that steps are being taken to get Odisha a position among international Buddhist destinations. In 2010, His Holiness Dalai Lama inaugurated the biggest monastery in South Asia, which is located in Chandragiri, Odisha.

The State Tourism Department Commissioner-cum-Secretary Vishal Kumar Dev informed that Odisha is expecting a tourist footfall of approximately 2.4 crores in 2021. There is also a new emphasis on developing water sports and giving a new look to virgin beaches. The 'SamukaPrakalpa Project' is another flagship work undergoing development.

What's more commendable is that the government is already making plans to revive the Odisha tourism which was hit due to the current COVID situation. They have chalked out plans for road-shows with proper itineraries for post-lockdown. Along with it, they aim for a unique campaign for food festivals to promote Odia cuisine. But all of this, while ensuring necessary precautions against the pandemic which is now becoming a new normal.

The 5T Initiative of Governance

On October 2, 2019, the Odisha government rolled out 'Mo Sarkar' which has, till date, been the most ambitious government initiative launched by Naveen Patnaik to ensure the accountability of public officials in delivering government services. The scheme assesses the feedback taken from the people based on five parameters -- teamwork, technology, transparency, transformation and time limit -- and then rewards or punishes the officials in-charge. Known as the "5T Government", it is the first administration to introduce such an initiative in the country.

The first phase of the initiative included police stations and government hospitals across all the 30 districts of the state.

Here's how the system works: The phone numbers of the people availing the services mentioned above are randomly collected to improve the governance system. Then the CM and the Departmental Ministers randomly choose numbers and make phone calls to receive feedback. If an officer gets good feedback, over quite some time, then he/she will get an out-of-turn promotion. In case of a complaint or negative feedback, strict action is taken immediately.

In the second phase, the Agriculture and Farmers' Empowerment Department and the Higher Education department were also brought under the 'Mo Sarkar' initiative.

In order to carry out the program with full efficacy, a Department of 5T has been created, which is directly under the CM's direct supervision. The newly formed department is under the charge of VK Pandian, and the general public expects that there will be better accountability and transparency of the officers. Almost daily, there are various instances in the news where people talk about how there are a change and fear among officers to meet the new demand and hold their position in the office. Another feature of the 5T government is to weed out intermediaries from public utilities.

Three online 5T projects were introduced for the state police. First one was the road accident case document module, which is a web-based system and facilitates downloading of documents by victims and insurance companies without having to go to the police. It helps settle things expeditiously. The second was the medico-legal opinion system which aims at speeding up the criminal investigation through a quick and better interface between police and doctors. Police and doctors interact online and maintain data online for more rapid access. Last was the virtual police station project where an e-police station facilitates the online registration of cases, related to vehicle theft. There is a portal as well as a mobile app.

Within two weeks of announcement of the initiative, the government had compulsorily retired or dismissed 45 government employees, including three police officers on charges of corruption and inefficiency.

Similarly, for the Higher Education department, numerous new initiatives have been implemented, including a 'Mo College' platform which allows alumni and other interested individuals to contribute to the development of the college. A new provision of income criteria was also introduced for distribution of laptops and scholarships. Apart from basing it on merit lists, students from well-to-do families are being barred from availing the benefits so that other deserving students from local areas get the benefits. The department is also planning to open career counselling cells and getting students and faculties to go outside the state to have greater exposure.

After the inclusion of the Agriculture and Farmers' Empowerment department in the 5T Initiative, Odisha emerged as the third state in the entire country to be providing food grains for PDS. The state received the Krishi Karman Award and is moving forward in converging and doubling farmers' income.

The most recent department to be added is the Housing and Urban Development department, to corroborate rapid urbanisation and meet the growing demand for modern infrastructure.

No policy has a 100% success rate. Even this initiative has its share of critics, and it is too early to speak of its triumph. But what's praiseworthy is how the government is taking continuous, progressive steps towards guaranteeing transparency and accountability. It is also essential to admire how the government is gradually turning to technology to put it to its best use and as a result, achieves brisk success. Even several members of the opposition parties have been quite vocal when it comes to applauding this specific initiative.

The government is a forerunner in realising the importance of technology in setting the seal on good governance, which is something that the country needs to adapt to in the coming times.

Make in Odisha

The first Make in Odisha conclave was organised in 2016. It was the biggest ever investment expo seen by the state and ended with a promise of Rs 2.03 lakh crore of investment and 1.4 lakh jobs for the state in almost ten sectors. Naveen Patnaik announced that the state would be organising the conclave every two years to achieve its Vision 2025 goal and generating employment for three million. Minerals and metals sectors got Rs 97,911 crore of investments while tourism got a proposal of Rs 2,076 crore. Similarly, infrastructure received Rs 38,443 crores while power and regeneration sector got Rs 29,932 crore.

Some of the key investors at the event were Steel Authority of India Ltd, Tata Steel, Adani Group, Indian Oil Corporation etc. More than 80 companies showed interest to invest.

Union minister Dharmendra Pradhan announced to set up a biogas plant in Bargagh, having a budget of Rs 900 crores. Similarly, Nalco announced the setting of world-class Aluminium and Plastic Parks in the State.

Two international investments, one by Italy's Indo-European Sustainable Development and the other by a garment manufacturing unit from Bangladesh, were also received.

Most of the investments in industries were seen in the greenfield regions of the state, and the government provided state-specific clearances to all businesses which were non-pollutant, in less than 15 days.

The success of the maiden conclave can be contributed to the competence of the government. A week before the conference, the state cabinet cleared eight policies to attract investments in high potential sectors like renewable energy, tourism, food-processing, pharmaceutical, biotechnology, apparel and handloom. Led by the CM, the government came up with various lucrative incentives and also introduced new policies like the Odisha Apparel Policy, Odisha Renewable Energy Policy and the Odisha Pharmaceutical Policy. These policies offered investment opportunities for investors who participated. The government was open to discussing the strategies and the scope of investment in different sectors with every investor during the conclave.

Subsidies were announced for industries which guaranteed environmental protection. Particular emphasis was given to reviving the handloom sector as Odisha has a weaver population of 1.92 lakh. Incentives like allotment of land, allocation of clearances, sale of power, etc., were also announced. Up to 50% of grants were declared for developing and upgrading the unexplored pharma sector.

The endeavour, competitiveness and fervour of the state government, under the CM's discernment, allured the who's who of Indian businesses to 2018 Make in Odisha 2.0. The five-day expo-cum-conclave proved to be a runaway success with attendance from MukeshAmbani, Mangalam Birla, Anil Agarwal, Karan Adani, TK Chand, Naveen Jindal, Sajjan Jindal, N Chandrasekaran, T.V. Narendran and SatishPai. Over 5,000 industry captains from across the country and abroad participated, and Japan was the partner country for the event.

The top two investments were received from Haldia Petrochemicals (Rs 70,000 crore) and Jindal Steel Power (Rs 60,950 crore). MukeshAmbani committed to investing Rs 3,000 crore in the state over the next three years. Birla and Tata Steel reaffirmed their commitments. Sajjan Jindal was optimistic that Odisha had the potential to become a trillion-dollar economy by 2030. Every industry tycoon admired the stable government and its stride in the digital revolution. Top-notch Japanese companies like Mitsubishi Heavy Industries, Mitsui, Marubeni, Nissin Foods etc. not just participated at the event but a few also announced investments. Rajnish Kumar, chairman of SBI, applauded Odisha's industrial growth which contributed to 35% to the GSDP.

To score these investments, the government started prepping a long time ago. They rolled out a promotional blitz "Come, Join the Juggernaut" and organised roadshows two months before the main event. The remarkable and unique advertising used by the government helped the State stage a colossal event and hence, harvest the gains. The theme of the edition was titled 'I am Odisha' and showcased the achievements and successes of the state to the global community.

Due to the several initiatives that have been taken regarding ease of doing business reforms, creating a policy framework and development of state-of-art industrial infrastructure facilities, Odisha has been recognised as the top state in the country in terms of attracting live investments, by ASSOCHAM.

The success is also because of one-to-one meetings with policymakers, B2B meetings among industries, live product and technology demonstrations, secure networking with potential industrialists and investors which are highly critical to them.

The third edition is scheduled for November 2020, and the government is positive that Odisha will be able to attract investments since the crisis has just exposed the vulnerabilities of more urbanised and industrial states that Odisha was competing with and hence, has put the state in a much better place. Even during the lockdown and pandemic situation, exclusive webinars are being planned with potential American and Japanese investors.

On June 14, the state received the great news of ArcelorMittal Group planning to invest Rs 2000 crore in Odisha, as informed by Chairman and CEO Laxmi N Mittal.

CONCLUSION

Over the past few years, the state has seen a tremendous amount of development, urbanisation and industrialisation.

Starting from emerging as a global example when it comes to disaster management to transforming as the sports capital, coining the term "glamping", adapting online governance and finally scoring such investment drives, there must be some things that the state has done right that other states can take as an example.

1. Always proclaimed its strengths

Being inherently furnished with minerals and metals, Odisha consistently points out to its natural reserves and an extensive coastline with closer access to China and the rest of the east, which helps attract new investors. Odisha could undoubtedly grow to become the manufacturing hub of the country due to its uncompromising efforts to increase investment in industries and ease of doing business.

2. Enhancing the basics

For a long time, entrepreneurs were worried about the backward infrastructure and unskilled human resources which discouraged them from coming to the state. The government set out to make right by constructing highways, establishing air and rail connectivity and securing power surplus over the past several years. The state also got a range of higher education centres like AIIMS and IIT that would create the required skilled workforce.

Ultimately, all of these enticed investors, and the result was two grandly successful editions of Make in Odisha.

3. Stable Government

Completing 20 years as the chief minister of a state is no mere cakewalk. Naveen Patnaik's stable government, firm rule and lack of religious or political strife in the past years have been able to capture the intrigue of many investors and thus woo them in engaging with the state.

4. **Making it easy**

The ease of getting clearances from all regulatory departments, providing time-bound approvals and also allotting cheap land seem indeed very lucrative to prominent industrialists, which makes Odisha highly competitive.

5. **Futuristic vision**

The government's vision, under the CM, has always been future-forward. Odisha plans to soon tap into uncharted sectors like aerospace, defense manufacturing etc. They plan to lure new-age IT services, by scoring investments from countries like Japan and Singapore in technical institutes and skill development schemes.

6. **Bureaucratic 'green' tape**

Most of India is known for its prevailing red-tapism since the British era. However, it's quite the opposite in Odisha. Politicians take a back seat and let an efficient team of bureaucrats run the show. The result of this is various successful events, be it in sports, tourism or industrial sectors.

7. **Sustained efforts**

The success of a conclave involves many previous, ongoing processes. The state machinery does work effectively at getting companies and business leaders to pledge the funds after going through long sessions of presentations, deliberations and incentives before the D-Day. Follow-ups are conducted, after the summit, regularly.

8. **Upping the Branding game**

Last but certainly not the least important, every successful event had a bang on advertising. Using hashtags like #iamodisha and creatively showcasing the culture and traditions of Odisha by giving a positive spin to the otherwise considered backward state, definitely worked a miracle. And, most importantly the government understands that branding is not just through social media. Hence, by changing its focus towards maintaining cleanliness and being eco-friendly, it has truly evolved its tourism into a brand.

With the pace with which the traditionally undeveloped state of Odisha has been growing is indeed remarkable, and it's time for the rest of India and the world to watch us reclaim lost glory.

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