



ODISHA
NEW OPPORTUNITIES

GO SWIFT

Government of Odisha - Single Window
for Investor Facilitation and Tracking

**TOWARDS
MAKING
ODISHA
THE
INVESTMENT
DESTINATION
OF CHOICE**

CASE STUDY ON GOVERNMENT OF ODISHA: SINGLE WINDOW FOR
INVESTOR FACILITATION AND TRACKING (GO SWIFT)



Contents

1. Overview.....	2
2. Context and Background	2
3. Challenges Faced	3
4. GO SWIFT: A Unified Solution	5
5. Way Forward.....	15
6. Conclusion	16
7. Teaching Notes	17
8. Abbreviations	18

1. Overview

Odisha, also called Orissa, is located in the Northeastern part of the country. It is bounded by the States of Jharkhand and West Bengal to the North and Northeast, by the Bay of Bengal to the East, by the States of Andhra Pradesh and Telangana to the South and Chhattisgarh to the West. The State is rich in mineral resources and a national leader in the production of chromite, bauxite (aluminum ore), manganese ore, graphite, and nickel ore. It is also one of the top producers of high-quality iron ore.

Industries Department is responsible for promotion of all-round industrial development of the state which also generates employment, attracts investment and is instrumental in the economic development of the State. There is a need to have a robust policy framework for leveraging value addition to the abundant mineral, agricultural and marine wealth of the State.

Government of Odisha's Single Window Portal for Investor Facilitation and Tracking (GO SWIFT) is a first-of-its-kind portal introduced in the country. By using GO SWIFT, new industrial units can obtain all necessary information regarding investible projects, applicable incentives and clearances required through an interactive tool called **InfoWizard**. Further, units can select suitable industrial land on a Geographic Information System (GIS) based platform and GO PLUS (Govt. of Odisha - Portal for Land Use and Services). GO SWIFT also facilitates online approval from the single window authority and land allotment from Odisha Industrial Infrastructure Development Corporation (IDCO). Industrial units can apply, make payment, track the status of their applications and obtain approvals for 32 Government to Business (G2B) services from 15 State Government Departments.

Existing industrial units can apply to regulatory agencies for renewal of licenses; take advantage of synchronized inspections by various State Government Departments based on computerized risk-based selection using GO SMILE (Govt. of Odisha – Synchronized Mechanism for Inspection of Licensed Enterprises); avail post land allotment services from IDCO using GO iPAS (Govt. of Odisha- IDCO Post Allotment Services); resolve issues with Government Departments using State Project Monitoring Group (SPMG) Portal and align CSR (Corporate Social Responsibility) activities with the State's developmental goals using GO CARE (Govt. Of Odisha – CSR Administration and Responsive Engagement). Industrial units can also apply for applicable incentives and get sanctions under the Industrial Policy Resolution (IPR) 2015 using GO SWIFT. More than 9,000 industrial units have already taken benefit of investor services through GO SWIFT.

2. Context and Background

This Case Study details the two industries led by investors who have invested in Odisha, how they started, overcame various roadblocks, and successfully operating their industrial units in the State through the services provided by GO SWIFT. The name of

the companies, people involved and identifying details have been changed to protect the privacy of the industries and individuals.

Scenario1.

Mr. Ramakant Behera is a proud Odia. After his successful investments in Singapore, he felt an urge to contribute to his home State. He decided to invest in food processing industry in Odisha with an investment of Rs. 100 crore and to employ 400 citizens. The project was expected to produce nearly 30,000 ton of Vegetable, Groundnut and Sunflower Oil per annum from the agricultural produce of the state. Odisha has significant production of the raw materials required for this plant. The State recognizes agro and food processing as a focus sector and has an industrial policy as well as a dedicated food processing policy to provide best-in-class incentives to the upcoming units in the sector. Further, the State has recently taken significant steps to improve its investment promotion and facilitation processes. After getting the positive response from the investment facilitation cell, Mr. Behera decided to invest in the State.

Scenario2.

Kalinga Phosphates Limited is one of the leading fertilizer manufacturing companies in India. Since, its inception in 1980s, the industrial unit has been a part of the industrial fabric of the State. The company's primary focus is on the production and marketing of complex phosphate fertilizers. Kalinga Phosphates has been operating successfully in the State and is regularly inspected by the Labour, Factories and Boilers and State Pollution Control Board (SPCB) agencies. After the promulgation of section 135 of the Companies Act, 2013, CSR activities were also made mandatory for the industries with turnover of over Rs. 500 crores. Kalinga Phosphates was then required to undertake and report its CSR activities in the annual reports, which they have been doing regularly.

3. Challenges Faced

Mr. Behera was happy to reach out to the authorities to ensure early grounding of his new project, but there were few questions required to be answered before the project could kick-off.

1. What are the incentives for an industrial unit being setup in Odisha?

- As an investor, Mr. Behera wanted to know about the benefits Odisha State is providing vis-à-vis other investment opportunities in other States of India.
- He also heard about the best-in-class incentives that the State promises to food processing industries and wanted to check what specific incentives his proposed unit was entitled to.

2. Where is the land available for the project to be setup?

- Mr. Behera had heard about the past investment cases in the State where availability of land was a major hurdle for setting up industrial units.
 - He wanted to know about the availability of land in Odisha and, since he was based out of Singapore, he preferred to get this information before he visits the State to identify the land.
- 3. Which clearances and approvals are required for setting up the proposed unit and how it could be acquired?**
- Mr. Behera also knew about the large number of approvals and clearances that are required at various Window stages of project implementation.
 - He wanted to know all the information about clearances and approvals in a comprehensive manner.
- 4. What is the mechanism to resolve grievances?**
- Mr. Behera knew that implementing a major industrial project is not an easy process, the hurdles might delay the project and may lead to incurring losses on the investment.
 - He wanted to know the process followed by State Government to resolve project related grievances towards successful implementation of the project.

Mr. Behera needed a one-stop-shop to support him in answering these questions and enabling his proposed project to go for production stage within a reasonable time period.

On the other hand, **Kalinga Phosphates** had been operating in the State for past 40 years and has recently faced some issues related to industrial inspections which included:

1. **Lack of synchronized inspections by all agencies:** Kalinga Phosphates was being inspected by multiple agencies which led to duplication of efforts on part of the industry as well as the inspectors. Each inspecting agency had their own schedule and undertook the inspections accordingly. This led to multiple inspections conducted within a short period.
2. **Opaque SoP, checklists and inspection formats:** Another issue was the opaqueness of the inspection procedure. The procedures, SoPs and formats being used in these inspections were known to the agencies only. This led to confusion between industrial unit and the inspector, and in some cases allowing the inspector to undertake unnecessary inspections.
3. **Manual selection of industrial units for inspection:** Most of the schedules for inspections were manually prepared at the beginning of the year which led to

same industrial unit being inspected frequently, even though the risk from those units was low. In case of Kalinga Phosphates, the unit was not being inspected in appropriate frequency and leading to compliance issues.

4. **No mechanism to define and ensure timelines adherence:** Since no timelines for these processes were defined, Kalinga Phosphates received the inspections reports after a long delay in some cases. Even in cases where the timelines were defined, there was no mechanism to take action against the defaulters.
5. **No feedback/grievance mechanism for inspections/inspectors:** There were many cases in which post the inspections, the company wanted to raise grievances related to the inspection process or provide feedback for improving the process but there was no such provision available.

Further, the company was required to comply with the CSR policies under the Companies Act, 2013 and identified the following issues:

- There was lack of information on possible CSR projects in the State. This would have enabled the company in planning their CSR activities in such a way that they do not overlap with the activities being carried out by other Corporates operating in the State.
- There was no guidance available for the projects which were important from a socio-economic development perspective.
- CSR projects required support from local authorities, district administration and various concerned State Government Departments. There was no channel to communicate with them, making it difficult to successfully implement the projects.
- There was no appropriate mechanism for the company to report CSR activity for the knowledge of common citizen.

The same issues were being faced by other industries operating in the State.

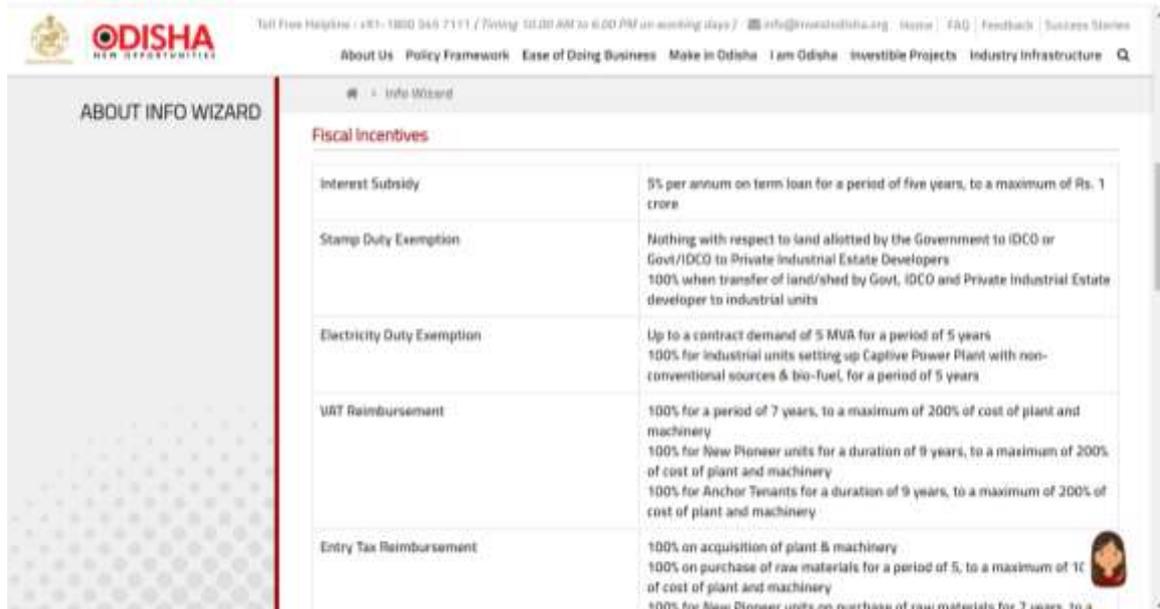
4. GO SWIFT: A Unified Solution

Mr. Behera; while going through the Facebook page of 'Invest Odisha', noticed an advertisement on GO SWIFT which was about the interactive tool named InfoWizard.

Mr. Behera immediately logged onto the GO SWIFT portal and used the functionalities of 'Info Wizard'.

1. Mr. Behera submitted some basic information of his proposed industrial unit.
2. The Info Wizard then showed Mr. Behera the investment opportunities in the sector

- Based on the inputs from Mr. Behera the Info Wizard showed the incentives applicable to the proposed industrial unit.



Fiscal Incentives	
Interest Subsidy	5% per annum on term loan for a period of five years, to a maximum of Rs. 1 crore
Stamp Duty Exemption	Nothing with respect to land allotted by the Government to IDCO or Govt/IDCO to Private Industrial Estate Developers 100% when transfer of land/shed by Govt, IDCO and Private Industrial Estate developer to industrial units
Electricity Duty Exemption	Up to a contract demand of 5 MVA for a period of 5 years 100% for industrial units setting up Captive Power Plant with non-conventional sources & bio-fuel, for a period of 5 years
VAT Reimbursement	100% for a period of 7 years, to a maximum of 200% of cost of plant and machinery 100% for New Pioneer units for a duration of 9 years, to a maximum of 200% of cost of plant and machinery 100% for Anchor Tenants for a duration of 9 years, to a maximum of 200% of cost of plant and machinery
Entry Tax Reimbursement	100% on acquisition of plant & machinery 100% on purchase of raw materials for a period of 5, to a maximum of 10% of cost of plant and machinery 100% for New Pioneer units on purchase of raw materials for 7 years, to a

Figure 1: Incentives for Food Processing

- The Info Wizard then also showed a customized list of approvals/clearances required for the proposed industrial unit.



Go to Incentives
Info Wizard : Approval

Pre-establishment Pre-operations

These approvals are required by you before the establishment of the Industrial Unit

List of Pre-Establishment Approval

- Approval of Factory Plan

Figure 2: List of Clearances and Approvals generated from Info Wizard

After getting the information on approvals/clearances required, applicable incentives and the upcoming food processing industrial parks in the State, Mr. Behera visited GO PLUS, a GIS-based industrial land information system where he was able to identify the specific land parcel at the Khordha Food Park suitable for his proposed industrial unit.

- Mr. Behera first entered the land bank on the application.
- Mr. Behera then provided the preferred parameters for the land parcel such as district, size of land required, facilities available in the vicinity, etc. and received information on potential locations for the project. He also received information on zoning of the industrial land in terms of environmental categories, i.e. Green, Orange and Red to enable him to decide on suitable location for investment based on the proposed business activities.



Figure 3: Identification of suitable land parcels for the industry

3. Out of the options for the potential locations, Mr. Behera selected a land parcel based on location specific attributes in terms of connectivity, rail and road linkages and other physical, health and educational infrastructure available in the vicinity. He also got detailed information about the key attributes of existing industries operational in the Food Park such as sector of operation, products, capacity, employment, raw material linkages etc.

After identifying the specific plot, Mr. Behera was able to submit the project application through the single window approval system, track his application approval status and download the final approval certificate from the portal.

1. Upon logging in, Mr. Behera was shown the following screen.

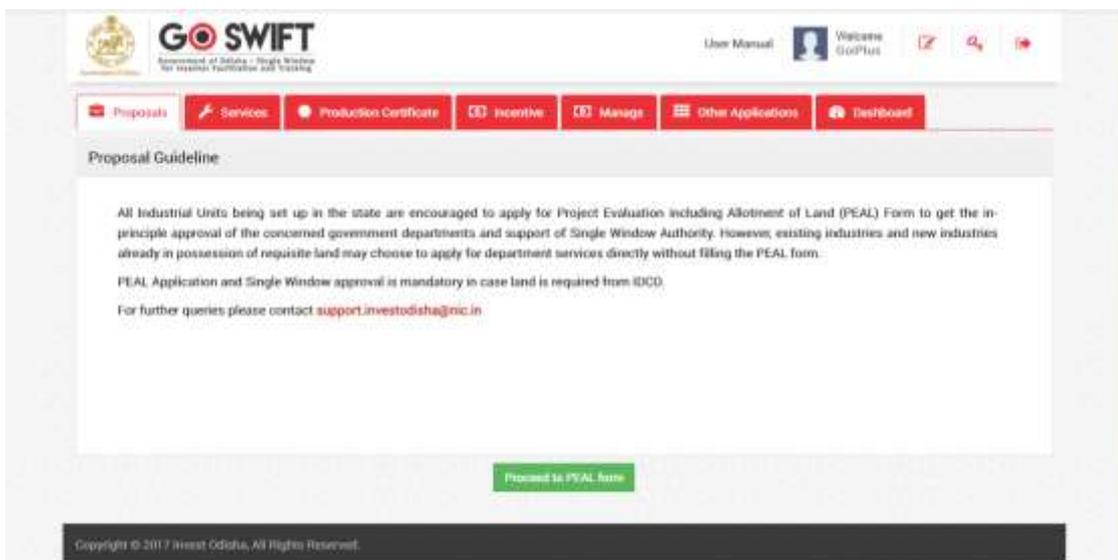
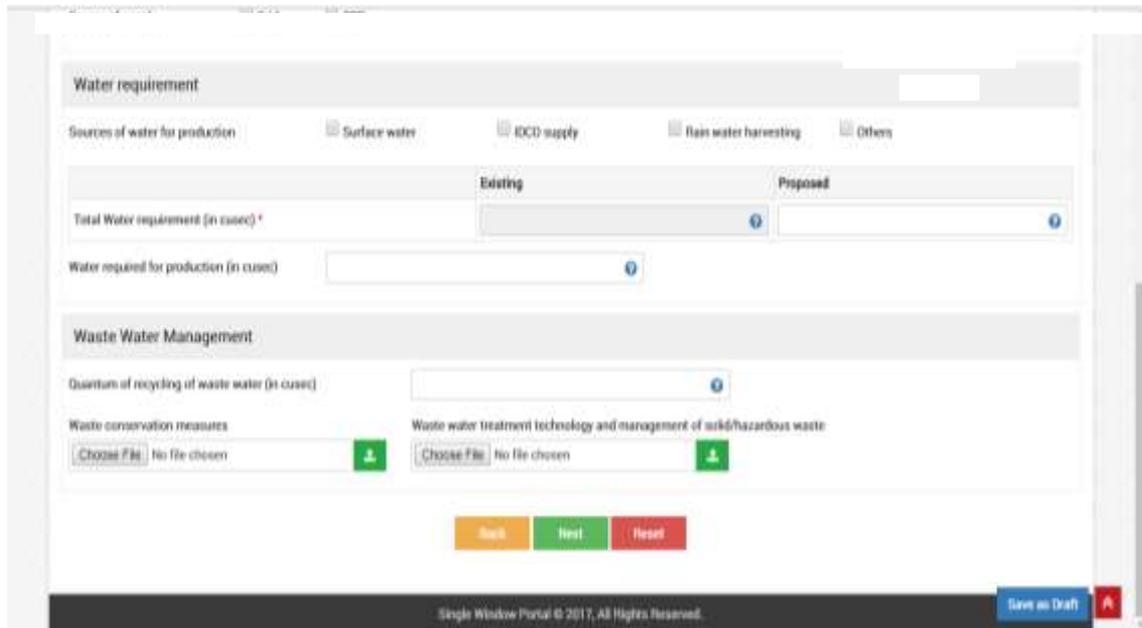


Figure 4: Homepage after logging into the GO SWIFT portal

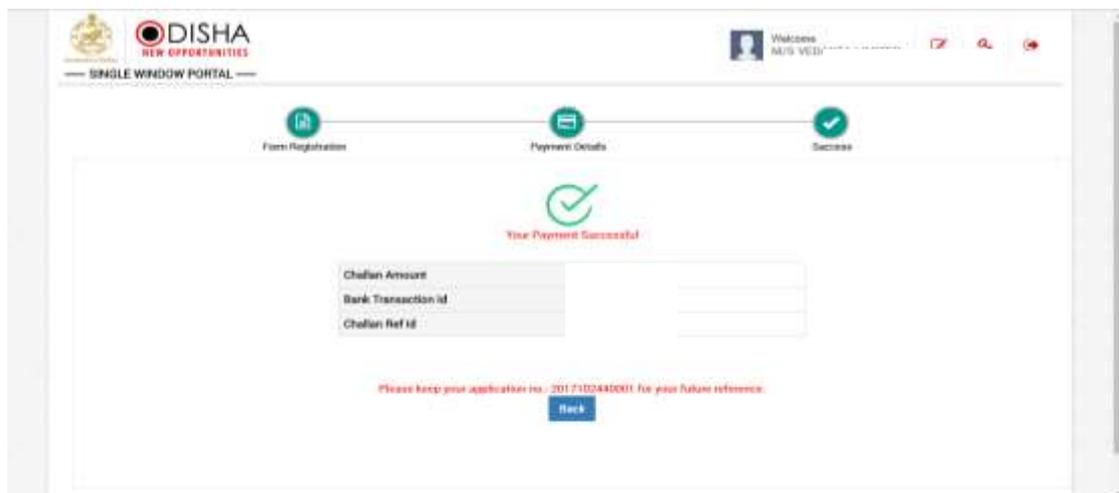
- Mr. Behera then filled the project evaluation and land allotment form through the 'Proposals' section and submitted the form.



The screenshot shows a web form for PEAL application submission. The form is divided into two main sections: 'Water requirement' and 'Waste Water Management'.
Under 'Water requirement', there are radio buttons for 'Surface water', 'ICCD supply', 'Rain water harvesting', and 'Others'. Below these are two input fields: 'Total Water requirement (in cucc)' and 'Water required for production (in cucc)', each with an 'Existing' and 'Proposed' sub-section. There are also 'Back', 'Next', and 'Reset' buttons at the bottom of this section.
Under 'Waste Water Management', there is an input field for 'Quantum of recycling of waste water (in cucc)'. Below this are two 'Choose File' buttons for 'Waste conservation measures' and 'Waste water treatment technology and management of solid/hazardous waste'. At the bottom right, there is a 'Save as Draft' button and a small red warning icon.

Figure 5: PEAL application submission page

- After successfully filling the form, Mr. Behera was redirected to the payment gateway, where he paid the requisite fees for his project application.



The screenshot shows a payment successful acknowledgment page. At the top, there is a navigation bar with 'Form Registration', 'Payment Details', and 'Success' tabs. The 'Success' tab is active, indicated by a green checkmark. Below the navigation bar, there is a large green checkmark and the text 'Your Payment Successful'. Below this, there are three input fields: 'Challan Amount', 'Bank Transaction id', and 'Challan Ref id'. At the bottom, there is a red message: 'Please keep your application no. 2017102440001 for your future reference.' and a blue 'Back' button.

Figure 6: Application payment successful acknowledgment

- Mr. Behera was then able to track approval status of his application through the 'View Proposal' tab.

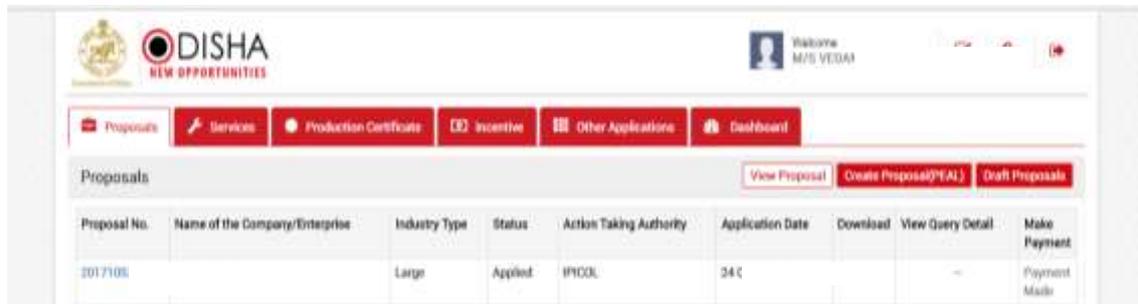


Figure 7: Application tracking screen

5. Post the payment, the proposal was put up for approval by the State Level Single Window Clearance Authority (SLSWCA). The portal sent an SMS and email to Mr. Behera, notifying that the proposal has been approved in-principle and land will be allotted for the project.
6. The nodal agency for land allotment (IDCO) received the application and generated the payment receipt.
7. After payment was completed, IDCO allocated the identified land to Mr. Behera for the project. Once the proposal was approved and the required land was allotted, Mr. Behera was able to download the final signed approval certificate and the land allotment documents by clicking on the “Download Certificate” icon.

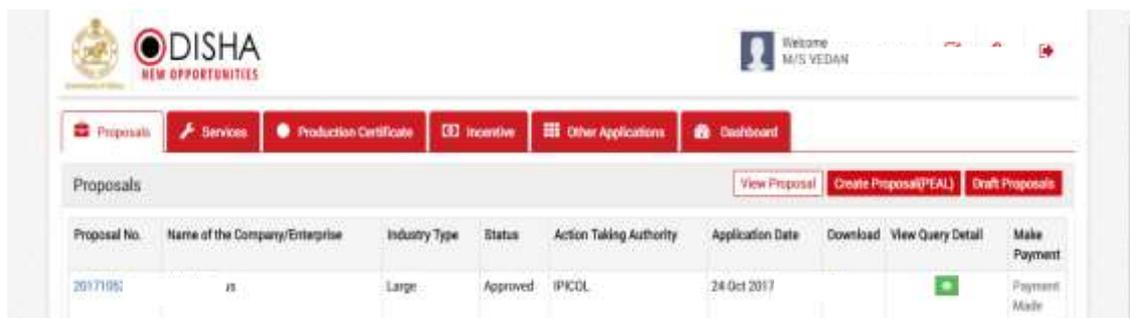


Figure 8: Application approved and final download screen

8. Similarly, Mr. Behera was also able to get all his approvals and clearances pertaining to other concerned Departments through the GO SWIFT portal.

There were following problems before construction could be commenced:

1. The previous tenant of the land had not cleared the land before vacating it. Hence, before commencing construction, Mr. Behera had to clear the land,
2. The previous tenant had also taken an electricity connection and a significant amount was due against the same.

Both these issues had the potential to cause significant delay and add cost overheads to the overall project. Mr. Behera used the GO SWIFT portal again to raise grievances for both the issues:

1. Mr. Behera, through GO SWIFT, lodged a grievance as shown below:

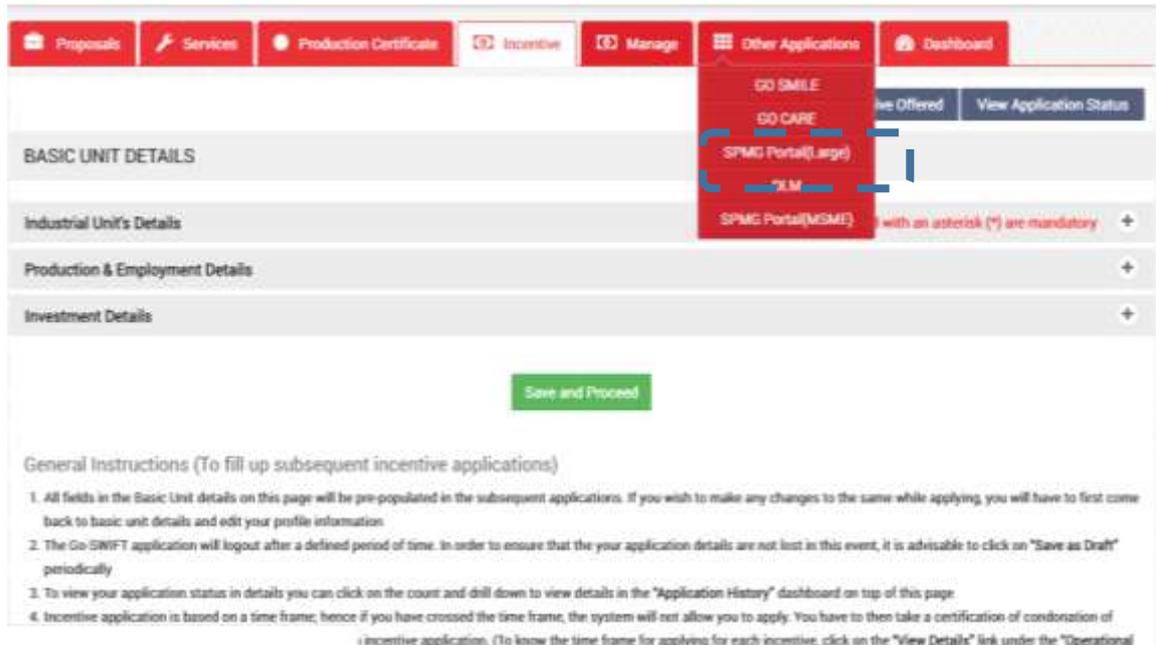


Figure 9: Screen showing the tab for grievance redressal tool

2. Mr. Behera then submitted the details of his grievances.
3. After submission of the grievances, the case was taken up in the 'Industry-care' mechanism of the Government of Odisha for resolution.
4. The grievances were discussed in the State Level Facilitation Cell meeting with the representatives of State Industrial Development Corporation for clearance of land and with the State Energy Department for the clearance of dues.
5. The State Industrial Development Corporation recognized the need for the clearance of the land and took the task with a defined timeframe.
6. No conclusive decision could be taken about the electricity dues, hence the issue was escalated to the State level SPMG meeting chaired by Chief Secretary and got resolved.

Based on the support received through GO SWIFT, the industrial unit, which received its single window in-principle approval in January, 2018, has completed construction and will go into production in the coming month in just over 2 years with investment of over INR 100 crore and with employment for nearly 400 employees.

Kalinga Phosphates was invited to a business reform dissemination workshop being conducted by the State Industries Department and came across the following information on GO SWIFT:

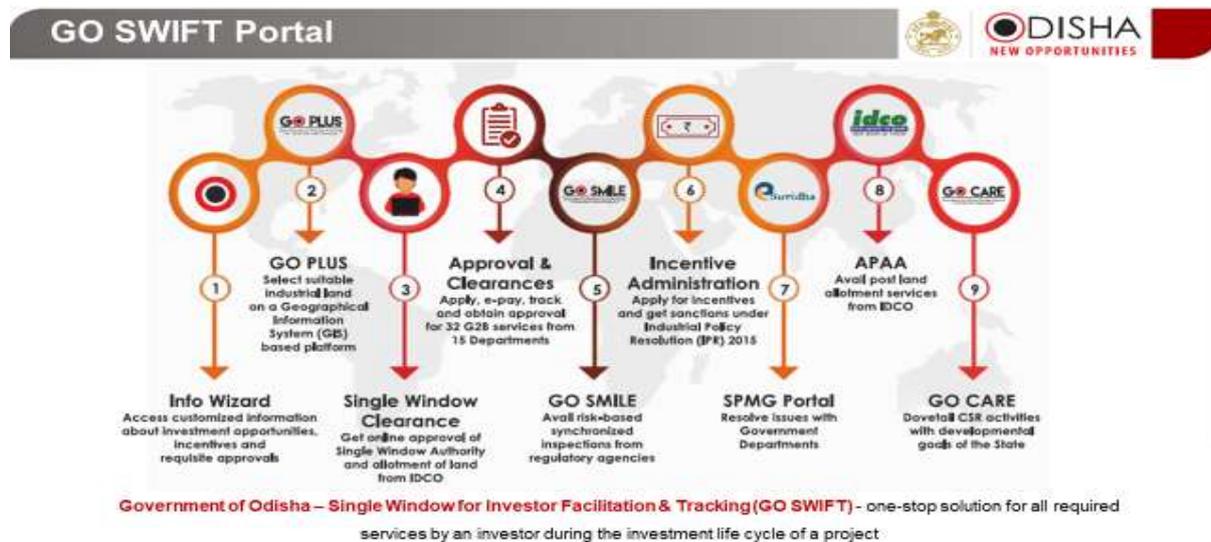


Figure 10: GO SWIFT tools presentation

Kalinga Phosphates immediately created a log-in on the portal and found information on the following features:

1. **Risk based computerized process for selection of industries:** GO SMILE has defined objective risk criteria for all industries registered on the portal. This ensures industrial units are inspected only based on assigned risk
2. **Computerised system schedules a synchronised inspection:** GO SMILE also has defined mechanism to automatically pick industrial units based on the risk criteria, eliminating the need of manual intervention for scheduling
3. **Computerized random allocation of inspectors:** Inspectors are allocated to industries through the computerized system which ensures that the same inspector will not inspect the same industrial unit consecutively
4. **Prior intimation of inspections to units:** The system also sends prior intimation to industrial units, so that the inspections do not disrupt the day-to-day functioning of the industrial unit
5. **Inspection Report Upload within 48 hours on the Portal:** The system defines timelines within which inspections report must be submitted for inspections conducted
6. **Industry feedback on the Inspection Report/ Inspection:** The system also enables the industry to view the inspections reports submitted and raise grievances on the inspection process, if any

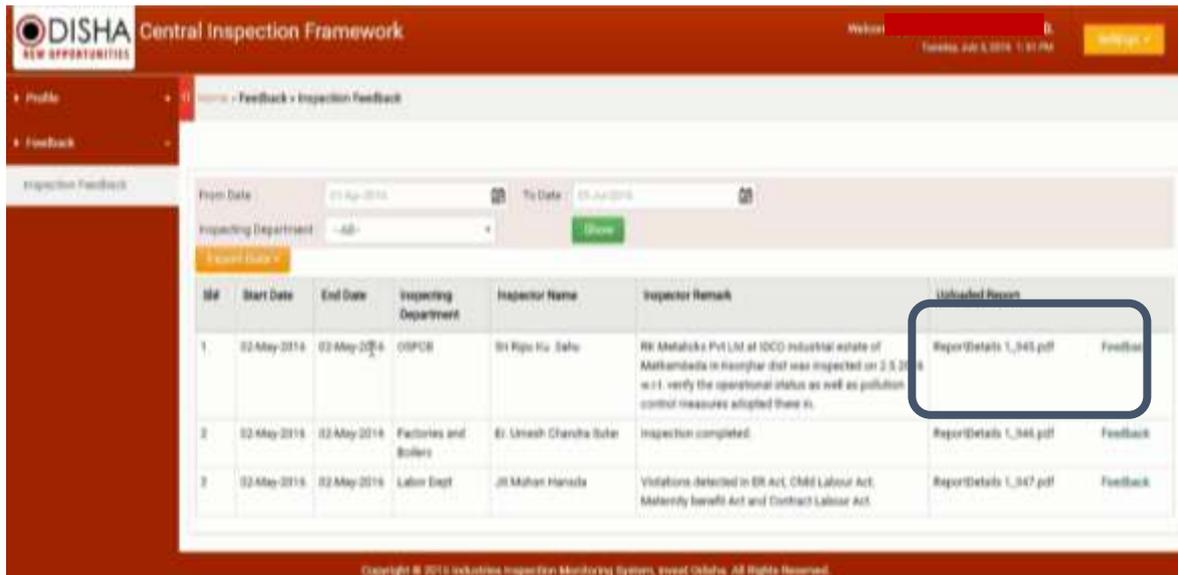
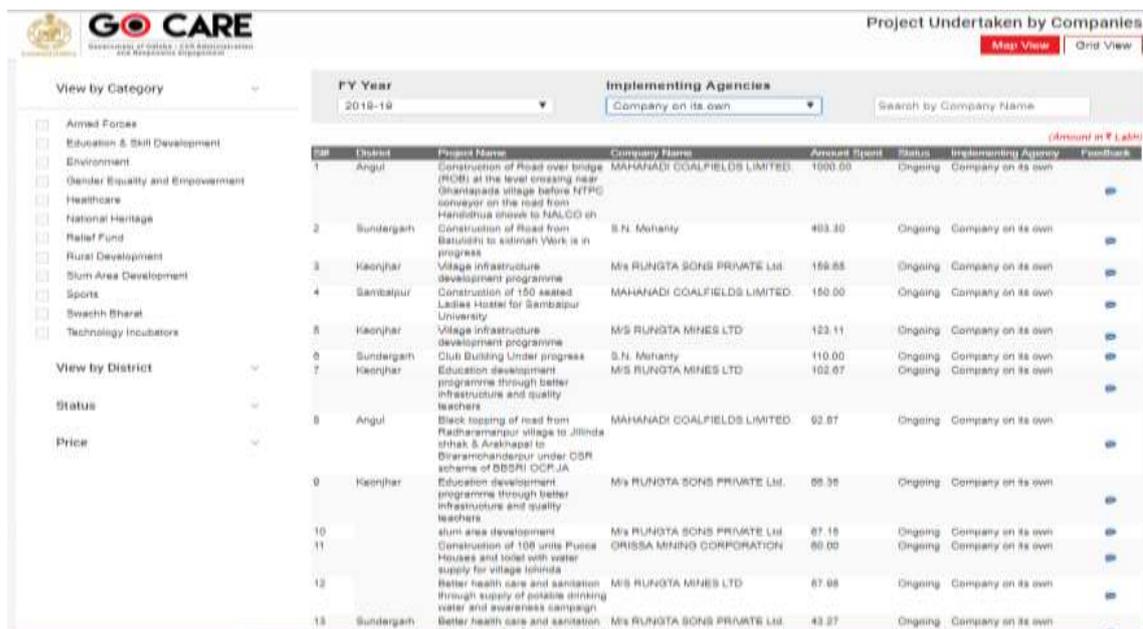


Figure 11: Industry log-in to view inspection reports and raise grievances

Based on the features of GO SMILE system in the GO SWIFT portal, the company was easily able to track the forthcoming inspections and adhere to the compliance requirements.

Further Kalinga Phosphates also received the following support from the GO CARE application under the GO SWIFT portal:

1. GO CARE provides the snapshot of CSR activities undertaken by the corporates in the State, this enables the company to not undertake overlapping projects



S/N	District	Project Name	Company Name	Amount Spent	Status	Implementing Agency	Feedback
1	Angul	Construction of Road over bridge (ROB) at the level crossing near Ghantapada village before NTRC overpass on the road from Handithua show to NALCO ch	MAHANADI COALFIELDS LIMITED.	1000.00	Ongoing	Company on its own	
2	Sundergarh	Construction of Road from Basudahi to estman. Work is in progress	S.N. Mahanty	483.30	Ongoing	Company on its own	
3	Keonjhar	Village infrastructure development programme	M/S RUNGTA SONS PRIVATE Ltd.	159.85	Ongoing	Company on its own	
4	Sambalpur	Construction of 150 seated Ladies Hostel for Sambalpur University	MAHANADI COALFIELDS LIMITED.	150.00	Ongoing	Company on its own	
5	Keonjhar	Village infrastructure development programme	M/S RUNGTA MINES LTD	123.11	Ongoing	Company on its own	
6	Sundergarh	Club Building Under progress	S.N. Mahanty	110.00	Ongoing	Company on its own	
7	Keonjhar	Education development programme through better infrastructure and quality teachers	M/S RUNGTA MINES LTD	102.67	Ongoing	Company on its own	
8	Angul	Black topping of road from Radhanagar village to Jilinda shak & Arakhapal to Biramchandapur under CSR scheme of BDRRI-DCP, JA	MAHANADI COALFIELDS LIMITED.	92.87	Ongoing	Company on its own	
9	Keonjhar	Education development programme through better infrastructure and quality teachers	M/S RUNGTA SONS PRIVATE Ltd.	89.36	Ongoing	Company on its own	
10		slum area development	M/S RUNGTA SONS PRIVATE Ltd	87.19	Ongoing	Company on its own	
11		Construction of 108 units Pucca Houses and toilet with water supply for village Ichinda	ORISSA MINING CORPORATION	86.00	Ongoing	Company on its own	
12		Better health care and sanitation through supply of potable drinking water and awareness campaign	M/S RUNGTA MINES LTD	87.98	Ongoing	Company on its own	
13	Sundergarh	Better health care and sanitation through supply of potable drinking	M/S RUNGTA SONS PRIVATE Ltd.	43.27	Ongoing	Company on its own	

Figure 12: List of projects undertaken or ongoing by Corporates

- GO CARE has a list of recommended projects by CSR Council, which are aligned to the socio-economic development of the citizen. Industries can take up these projects and align their CSR activities with the development goals of the State.

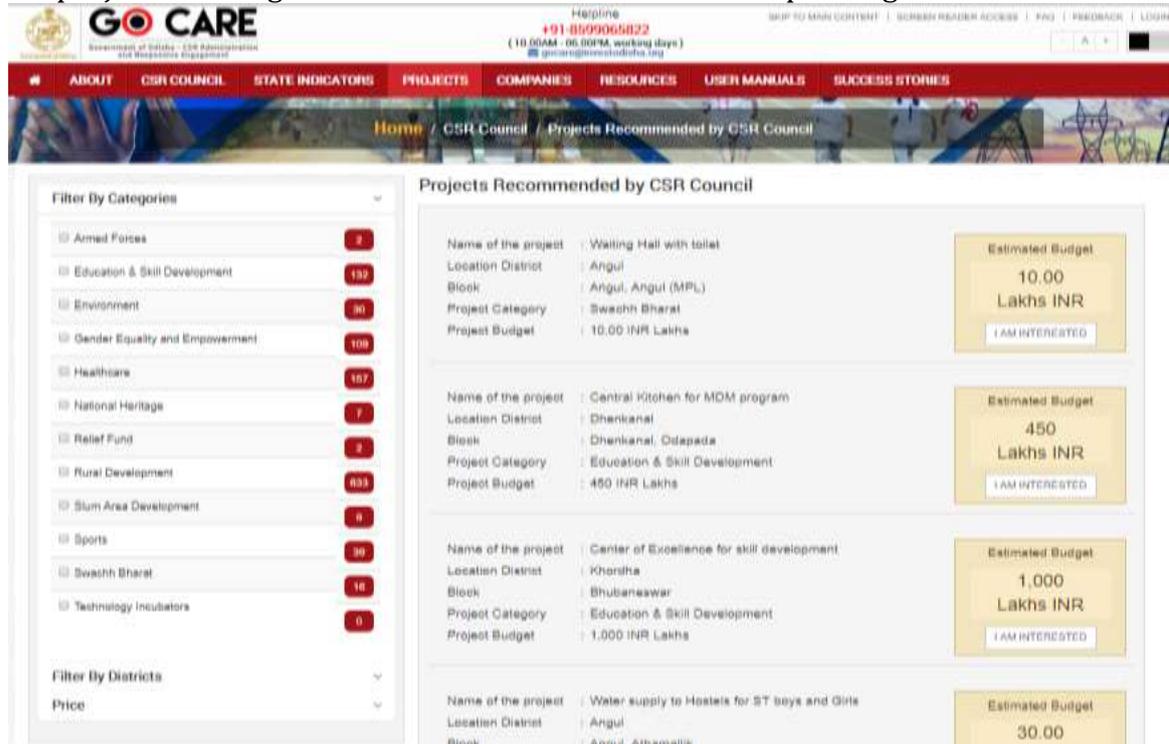


Figure 13: List of projects recommended by the council for corporates

- GO CARE also publishes district and block level Human Development Index (HDIs), which enable companies in making informed decisions for their CSR projects based on different parameters.

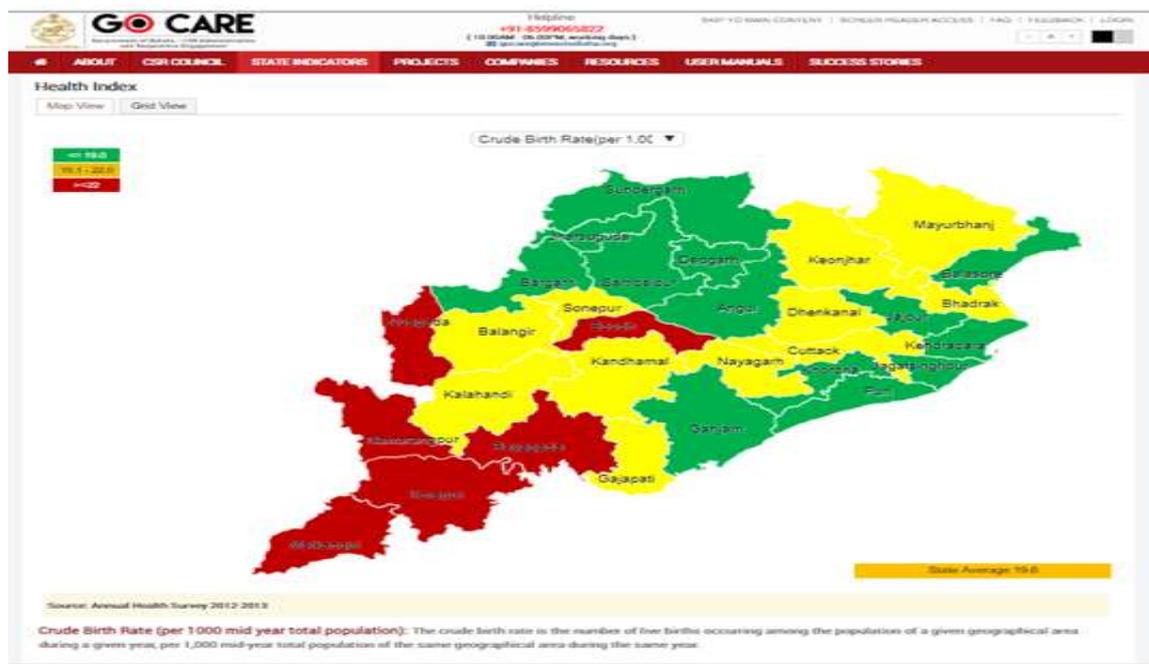


Figure 14: Map based view of all district and block level data

4. Login access to companies and welfare departments/district administrations, and providing a common platform to track CSR projects implementation in the State.

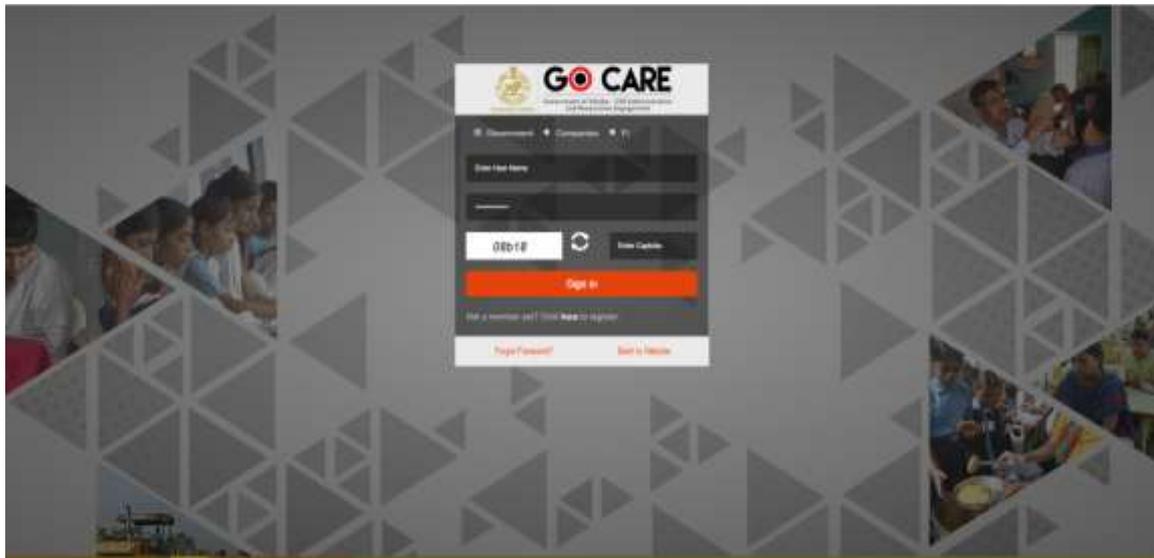


Figure 15: Login for Corporates and other stakeholders to provide information and collaborate for the projects

5. GO CARE also shares success stories which show the best practices by companies, which may be replicated by other companies.



Figure 16: Success stories for CSR projects in Odisha

Based on the support received through the GO CARE, Kalinga Phosphates was able to undertake CSR projects in the State.

Through GO SWIFT, all projects are being facilitated throughout their lifecycle. This is a unique system which ensures investor delight.

5. Way Forward

GO SWIFT has transformed the investment climate in Odisha. Since its launch in December 2017, the portal has seen unprecedented usage and has led to significant reduction in turnaround times for projects coming up in the state. The major achievements of GO SWIFT include:

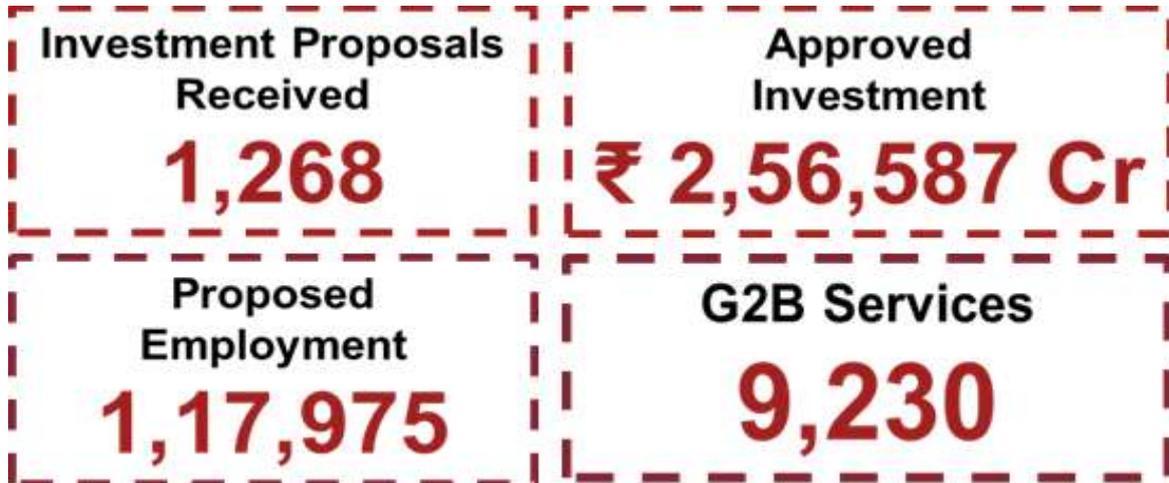


Figure 17: Usage of GO SWIFT

Use of GO SWIFT has also reduced the time-taken for Single Window Authority Approvals:

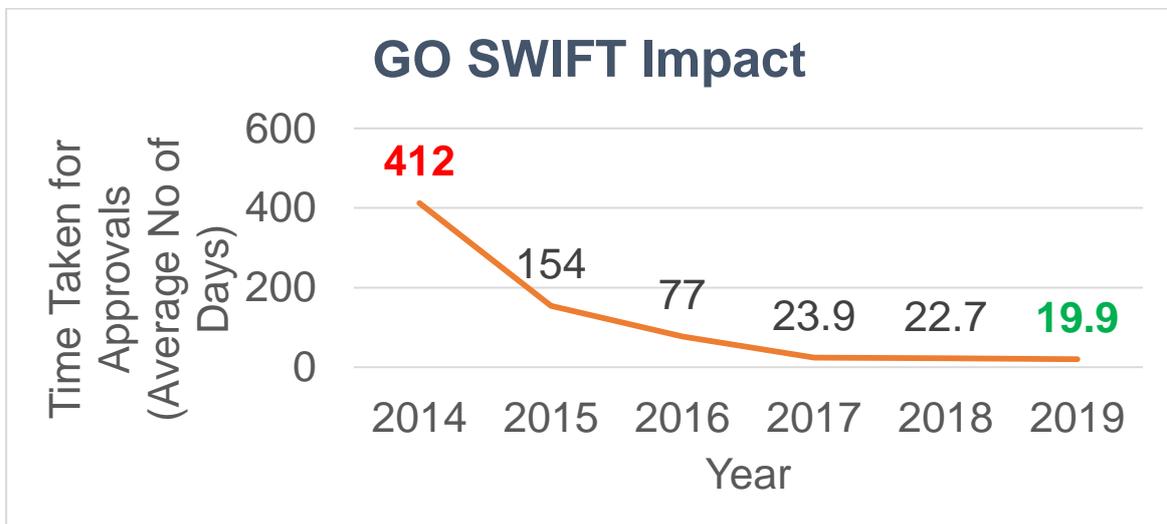


Figure 18: Impact of GO SWIFT on turnaround times

The success of the system also contributed towards making the state an investment destination of choice in the country. As per a Centre for Monitoring Indian Economy Pvt. Ltd. (CMIE) report, during the period of April to September 2019, Odisha toppled Maharashtra to become the top investment destination in India by attracting the highest amount of investment



Figure 19: Odisha's ascend as an investment destination of choice

Replication:

GO SWIFT can easily be replicated in other states of India with its unique solution to support industrial investments throughout their lifecycle. The single window system has been recognised as a best practice by the Department for Promotion of Industry and Internal Trade (DPIIT), Government of India and has been suggested to other states for replication. The state has also shared their knowledge with the central departments for development of a similar integrated solution for industries at the Central Government level.

6. Conclusion

GO SWIFT has transformed the investment ecosystem in Odisha. The system provides a unified solution for investors. Some key advantages of GO SWIFT are:

1. An integrated solution to support the industrial investment throughout its lifecycle, right from the moment of conception, to selecting land, getting all approvals, grievance redressal, incentives, inspection related information and CSR support
2. Digital dashboard to ensure that all activities being carried out by the industries with Government interface can be tracked by the investor
3. Elimination of physical touch points throughout the industrial lifecycle to reduce turnaround time and improve accountability

4. Established escalation mechanism to ensure adherence to timelines by the concerned departments
5. Availability of all relevant information at one portal for industries, investors and other stakeholders

With addition of more services including sectors specific approvals and incentive sanctions, GO SWIFT will continue to further improve the investor/industry experience in Odisha.

7. Teaching Notes

Learning Objectives:

- Importance of innovation and technology to bring transparency and proper accountability in delivery of G2B services
- Integration of multiple Government services across the State through ICT interventions, thereby providing a unified solution to the industries/investors
- Recognizing the multiple stages and manners of G2B interactions to develop a complete solution which supports industries/ investors throughout their lifecycle

Suggested Questions:

- Make a presentation to compare GO SWIFT with the single window system offered by Telangana, Andhra Pradesh, Gujarat and Punjab
- Make a detailed note for key points to be kept in mind while replicating the GO SWIFT system in other states

Group Discussion:

Form two groups of 4-5 people and discuss the following aspects:

- The services which are currently not part of the GO SWIFT system and need to be integrated
- Methods to improve the user experience of GO SWIFT and suggest the changes for the system

Role Play Activity:

2 groups of participants to be formed. The first group to be formed for investors interested in investing in Odisha or representatives of industries already operating in Odisha. The second group to be formed for the investment facilitation cell of the State.

- Group 1 should highlight the typical issues that they are facing or may face during the lifecycle of their respective projects/ industries
- Group 2 should identify and explain solutions for those problems based on the functionalities of GO SWIFT

8. Abbreviations

A list of principal abbreviations and acronyms used in this document is provided here for a better understanding of the document

Abbreviation	Full Form
CMIE	Centre for Monitoring Indian Economy Pvt. Ltd.
CSR	Corporate Social Responsibility
DLFC	District Level Facilitation Cell
DLSWCA	District Level Single Window Clearance Authority
DPIIT	Department for Promotion of Industry and Internal Trade
G2B	Government to Business
GIS	Geographic Information System
GO CARE	Govt. Of Odisha – CSR Administration and Responsive Engagement
GO iPAS	Govt. of Odisha- IDCO Post Allotment Services
GO PLUS	Govt. of Odisha - Portal for Land Use and Services
GO SMILE	Govt. of Odisha – Synchronized Mechanism for Inspection of Licensed Enterprises
GO SWIFT	Government of Odisha’s Single Window Portal for Investor Facilitation and Tracking
HDI	Human Development Index
ICT	Information and Communication Technology
IDCO	Odisha Industrial Infrastructure Development Corporation
IPICOL	Industrial Promotion and Investment Corporation of Odisha Ltd
IPR	Industry Policy Resolution
SLFC	State Level Facilitation Cell
SLSWCA	State Level Single Window Clearance Authority
SPMG	State Project Monitoring Group



Industrial Promotion & Investment Corporation of Odisha Limited (IPICOL)
(A Government of Odisha Undertaking)

IPICOL House, Janapath, Bhubaneswar 751022, Odisha, India
☎ +91 674 2543461 📠 +91 674 2543766 🌐 www.investodisha.gov.in

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