



Rajasthan Vision 2022

Change for Responsible Development



Confederation of Indian Industry

Report developed by



Supported by



Acknowledgement

An exercise of this nature is never possible without qualitative participation of the respondents. The Rajasthan@75 visioning process included interaction with citizens and representatives from politics, administration, judiciary, industry, academia, farming, social development, through workshops, interviews and other modes of communication. CII would like to sincerely thank them for their time and inputs.

CII would like to thank its partners BIMTECH (Birla Institute of Management Technology) & JECRC Foundation (Jaipur Engineering College and Research Center) for their support in putting together this Report. The role of BIMTECH, our partner for the Rajasthan@75 exercise, is laudable. The team of Dr Rahul Singh, Dr Jagdish Shettigar and Mr Harvinder Singh zealously put in time and effort in organizing the workshops and other interactions, besides documenting the learnings. JECRC Foundation, under the guidance of Mr Amit Agarwal and Prof M S Pillai provided support in conducting workshops and interviews.

The Task Force members of Rajasthan-India@75 led by Mr Vikram Golcha, Past Chairman, CII Rajasthan State Council and Mr Kishore Khaitan, Vice Chairman, CII Rajasthan State Council, participated actively to provide inputs for the report which helped enhance its qualitative aspects.

And last but not the least, the initiator, the motivator, the person behind the India@75 movement – Prof C K Prahalad whose vision and call to Mission inspired us to take on Rajasthan@75.

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Foreword



Apurv Kumar
Chairman, CII Rajasthan

When Prof Prahalad exhorted us to attempt a vision for India@75 by attempting a vision for Rajasthan@75, it frankly scared us. Envisioning the future by capturing stakeholders' aspirations, peoples' dreams has its own set of responsibilities. And when someone of the stature & integrity like Prof C K Prahalad is involved, the responsibility increases manifold.

But CII, in its own inimicable style took up the challenge and adopted India@75 as its theme for 2008-09. And in Rajasthan, we decided to attempt the Rajasthan@75 vision building exercise. We had no idea of the response we would receive during the exciting exercise that we conducted in various districts and towns throughout the state.

Prof Prahalad gave us the courage to go for this mammoth task – to attempt to envision the future, capture the people's dreams.

We, at CII Rajasthan strongly believe that alongwith India, Rajasthan has the potential to actively participate in shaping the emerging world order. This demands that Rajasthan must acquire enough economic strength, technological vitality and moral leadership to do so.

Even though the goals for Rajasthan@75 are very ambitious, and it is easy to dismiss them as impractical, but the key is that they are worthy goals. For the simple reason that this is what the cross-section of the people of Rajasthan want.

During this vision exercise, the aspirations and vision of close to 500 people from Rajasthan has been captured. The spectrum covered politicians to students, bureaucrats to academia and civil society leaders to the common man as also the farmers and villagers.

During the exercise, we felt that to lead, we must think about the future, about hope and change. Leaders must elevate the state debate and focus on the potential of Rajasthan. A shared view of Rajasthan@75, can provide a framework for building a multi-stakeholder consensus and making choices that are directionally consistent with that goal. Unless we are clear about the potential, it will be very difficult to undertake this arduous journey.

This path-breaking document captures the unequivocal voices of Rajasthan. I wish to thank the India - Rajasthan@75 Task Force members led by my colleagues Vikram Golcha and Kishore Khaitan, as also key CII members, eminent academicians, bureaucrats and civil society , who contributed to the vision and provided support and feedback at critical junctures.



Vikram Golcha, Chairman, Task Force on India-Rajasthan@75

Rajasthan today reflects the aspirations of over 50 million people for an inclusive and sustainable growth. Rajasthanis across the globe are known for their entrepreneurship and resourcefulness. The state of Rajasthan has been marching ahead in terms of industrialization. But there is still scope for improvement in many areas - education, poverty alleviation, civic and industrial infrastructure, economic growth, agriculture etc. and this has been reflected while listening to the aspirations of the people during India@75 and Rajasthan@75.

To understand and capture the aspirations of the people, CII Rajasthan reached out to close to 500 people from a cross-section of the society – farmers, housewives, students, politicians, bureaucrats, industry, NGOs, professionals, woman entrepreneurs. We went across 8 locations: Jaipur, Bharatpur, Udaipur, Jodhpur, Ajmer & Baharatpur and conducted 8 workshops, 24 one-to-one interviews and one interactive session with students.

What struck us was that aspirations of people from diverse background and economical / social status were strikingly similar.

Common aspirations that reverberated include *Water & green revolution, well developed infrastructure and civic amenities, transparent, effective & responsible governance, sustainable economic development, agricultural independence and food security, high quality of education with better access, better Quality of life and Human development, peaceful and secured society.*

Rajasthan@75 is the subset of the visionary approach of India@75. We at CII have converged and synergized our efforts to carry forward our initiatives in integrated and inclusive development, which include health, education, livelihood, skill development and water, to name a few.

We thank Prof C K Prahalad who gave us the motivation to embark on this exercise. He has been our inspiration and we hope will continue to guide us.



Kishore Khaitan, Co-Chairman of the Task Force, India - Rajasthan@75 & Vice Chairman, CII Rajasthan

Rajasthan is unique in several ways – its mystique and romanticism emanate from its vibrant culture and traditions; its art and crafts; its hostile, yet beautiful, geographic profile; its colours, cuisine and proud history; and most importantly, the undying spirit of its deeply religious & peace loving people. There is no one thing that can define Rajasthan - a land, which charms and enchants all residents and tourists alike.

With its large mineral wealth, vast tracts of unused land, strategic location on the Delhi-Mumbai corridor and the proven entrepreneurial spirit of its people, Rajasthan has unlimited potential for development and growth.

Yet, Rajasthan is much track to cover before it can reach to its potential. The challenges include poverty, illiteracy, female foeticide, child marriage, caste prejudices, water scarcity, inadequate rural infrastructure, poor economic growth, being a border state, governance among others.

But we take heart from the fact that aspirations of people across Rajasthan inspite of differences in economic, social & occupational background are common. This commonality has the potential of being harnessed into a huge force, a movement, a call for change. It provides a ground from people to come forward, to demand for change and move importantly to participate in this.

CII is committed to work to realize these aspirations and will work with the State leadership, which is positive and the people, with Prof Prahalad guiding, this journey should prove to be interesting.

2.0 Introduction

CII has been at the forefront of setting a leadership agenda which contributes to the nation's socio-economic development. In line with this, CII has embarked on an ambitious mission to evolve a vision for **India@75**.

The impetus for this mission was inspired by **Prof C K Prahalad, Paul and Ruth McCracken Distinguished University Professor, Ross School of Business, The University of Michigan**. Prof Prahalad has presented a vision of what India can achieve in the next 15 years building upon the successes of the first 60 years. His vision provided the base for CII to undertake an “aspirational role” and facilitate India's transformation to a global leader by 2022 through a consultative and participatory process unleashing a movement across the states in India.

Accordingly, a comprehensive vision to facilitate India's transformation into an economically strong, technologically vital and ethically sound global leader by the year 2022 is being created.

The CII theme **India@75: the Emerging Agenda** for the year 2008-09 is based on **three core principles**:

- Aspiration must always exceed present resources, requiring a big stretch.
- Progression towards the vision must be a process of discovery of 'folding in the future'.
- There must be innovation and development of 'next practices'.

CII decided to go forward by collating aspirations of the people, to attempt to create a people's movement.

CII Rajasthan created a Task Force to arrive at a Vision for the State. All sections of the society (industry, government officials, politicians, academicians, students, farmers, NGOs, villagers, professionals, etc.) across Rajasthan - Jaipur, Udaipur, Alwar, Jodhpur, Bharatpur, Ajmer have contributed to creation of this Vision.

To understand and capture the aspirations of the people, CII Rajasthan reached out to close to 500 people from a cross-section of the society – farmers, housewives, students, politicians, bureaucrats, industry, NGOs, professionals, woman entrepreneurs. We went across 8 locations: Jaipur, Bharatpur, Udaipur, Jodhpur, Ajmer & Baharatpur and conducted 8 workshops, 24 one-to-one interviews and one interactive session with students.

CII's partners in this vision building exercise have been *BIMTECH, NOIDA & JECRC Foundation in Rajasthan and the Boston Consulting Group (BCG) at the national level.*

3.0 Executive Summary

The conceptual framework for developing this vision document is a multi-level approach. It emphasizes elements such as strategic long-term thinking, shared vision by common people, visionary leadership by the functional heads or thinkers of the state, scenario planning, and state and national learning. The process of learning the aspirations of people and framing of Vision output is planned and modeled through a methodology developed by Boston Consulting Group (BCG), India.

This document also attempts to suggest a way forward for making a collective effort to achieve the Vision 2022. State response has aspired it to be the *Change for Responsible Development*. However, a vision document does not provide details of projects and activities that are to be implemented to realize it.

Aspirations: The aspirations of the people of Rajasthan are not very different from what any concerned Indian citizen would like to see.

The aspirations combined with concerns voiced are very powerful and emotional. The views collected on 8-12 parameters at different stages call for a huge responsibility over the state functionaries and leaders for a better future.

- “A state led *Green Revolution* will give focussed attention to all issues related to farmers and agriculture. This could be the driving force for inclusive and sustainable development.”
- “Tourism and mineral based business is still leading business growth and these should be converted into Rajasthan’s competitive advantage.”
- “In Rajasthan, I want to have international quality manpower to meet global demand. I see huge opportunity and potential in higher education and research.”
- “Attitude for growth will change with improved support. I have experienced the changes in other parts of India and the world.”
- “I do not have enough earning opportunity to feed the family, I can not think of educating my children, so they need to work. Is there a way that I or any other person can get state support for issues related to family security.”

Aspiration Summary of people of Rajasthan

Broad Theme of Aspirations	Aspiration Elements	Challenges and Gaps
Peaceful, secured society - cultural leadership - - empowered women	- to have an integrated society above caste and religion - a peaceful and secure state under the Law - cultural leadership in the country - women respected & empowered society - to develop and implement good disaster management system	- a demographically big state - border sharing with many states and Pakistan - lack of coordination amongst government departments - a heavily burdened legal system
Literate, educated and skilled manpower	- 100 % illiteracy - quality higher education - employment oriented skill development - innovation & technology based education - government to concentrate on primary & secondary education and higher education to be developed through private initiatives	- availability and allocation of funds to develop infrastructure - lack of quality teaching resource - lack of appropriate material and research base - lack of proper utilization of funds and other resources
Agriculture and business development	- big industries to establish at more connected locations but SMEs to reach smaller locations - manufacturing & service industry to reach double digit growth rate - good economic infrastructure to be developed for efficiency - water & electricity management for agriculture	- Inadequate attention on irrigation issues in the State Water Policy - water level for industry need and agriculture - lack of infrastructure and strong government support - a complex and bureaucratic

	<p>and production growth</p> <ul style="list-style-type: none"> - technology use for agri growth - environment friendly use of fertilizer 	<p>system of operations</p> <ul style="list-style-type: none"> - lack of skilled manpower - Urban energy usage and emissions are skyrocketing
Transparent and responsible governance	<ul style="list-style-type: none"> - information to be made available in all important areas and guidance provided - bureaucracy to be reduced and systems to be simplified for good governance - politics to be more moral and responsible - more involvement of citizens and industry & social groups in administration - educating citizens for rights and civic rules 	<ul style="list-style-type: none"> - misuse of government positions - lack of accountability - delayed legal decision - lack of political will and moral leadership - excessive intermixing of politics and bureaucracy
Water & Green Revolution for sustenance	<ul style="list-style-type: none"> - need a <i>Water Revolution</i> to secure water for drinking and agriculture - need a <i>Green Revolution</i> to make all non-desert & stone land into fertile ones - better R&D and technology support for agricultural production & yield - green & water conservation policy to be created and be made effective by action 	<ul style="list-style-type: none"> - safe drinking water to all - not sufficient education and training on agriculture and environment - highly spread out state demographically - lack of appropriate distribution system
Infrastructure – Better civic communities – Industrial infrastructure	<ul style="list-style-type: none"> - road quality and transport system to be good quality and safe - basic civic amenities to be developed for all cities and villages - rail & air transport to be improved to facilitate tourism business growth in future - public transport system to be widespread to connect rural and urban areas 	<ul style="list-style-type: none"> - schemes not enough, lacking a good policy & implementation - least involvement of community in maintenance - In-appropriate use of funds - public not trained and do not respect or are unresponsive to good infrastructure - tourism focus is missing in developing infrastructure
Art, culture and sports reflection	<ul style="list-style-type: none"> - state culture to be given a strong global appeal and awareness - sports facilities to be increased statewide connecting the rural and urban - libraries to be developed or invested in more for citizens' use - tourism be promoted through culture, heritage places, animals and forest 	<ul style="list-style-type: none"> - not well promoted like cricket or films - not enough recognition in any of these areas - language development is not given appropriate effort - lack of funds and infrastructure

Vision 2022: The following themes and frames were developed which comprise the vision document for the state. There is no priority established in the presentation.

- A state with strong community feeling and state/nation hood in all citizens beyond gender, religion and caste considerations.

- All sections of society to be able to avail environment friendly basic amenities like safe drinking water, proper sanitation, electricity, effective and safe transport and affordable housing
- A transparent, ethical and effective governance, and strong judiciary
- A sustainable economy with GDP growth of 14-15 per cent based on the committed support of infrastructure, technology and manpower.
- Agriculture and livestock sector to ensure food security, , develop export capacity and provide employment.
- Total literacy, quality education and research contributing to knowledge bank and availability of skilled workforce at all levels.
- A sustainable livelihood, affordable healthcare, socially inclusive society and poverty free state.

The Way Forward: *The ‘Way Forward’ only attempts to present the collective suggestions of the respondents which may be taken into view while framing the action plan.*

The Task Force India-Rajasthan@75 to

- create an environment for acceptance of the Vision 2022
- excite the people and systems for adoption of this to integrate into actions
- make annual plans integrated to achieve the Vision 2022 in a holistic manner
- create a campaign and identifying brand ambassadors

The CII India-Rajasthan@75 Task Force will engage experts & specialists in the areas presented by the Vision and aspirations to attempt to draw a roadmap to fill the gaps. We will need to find partners in the change process and work at various levels to action some suggestions / plan.

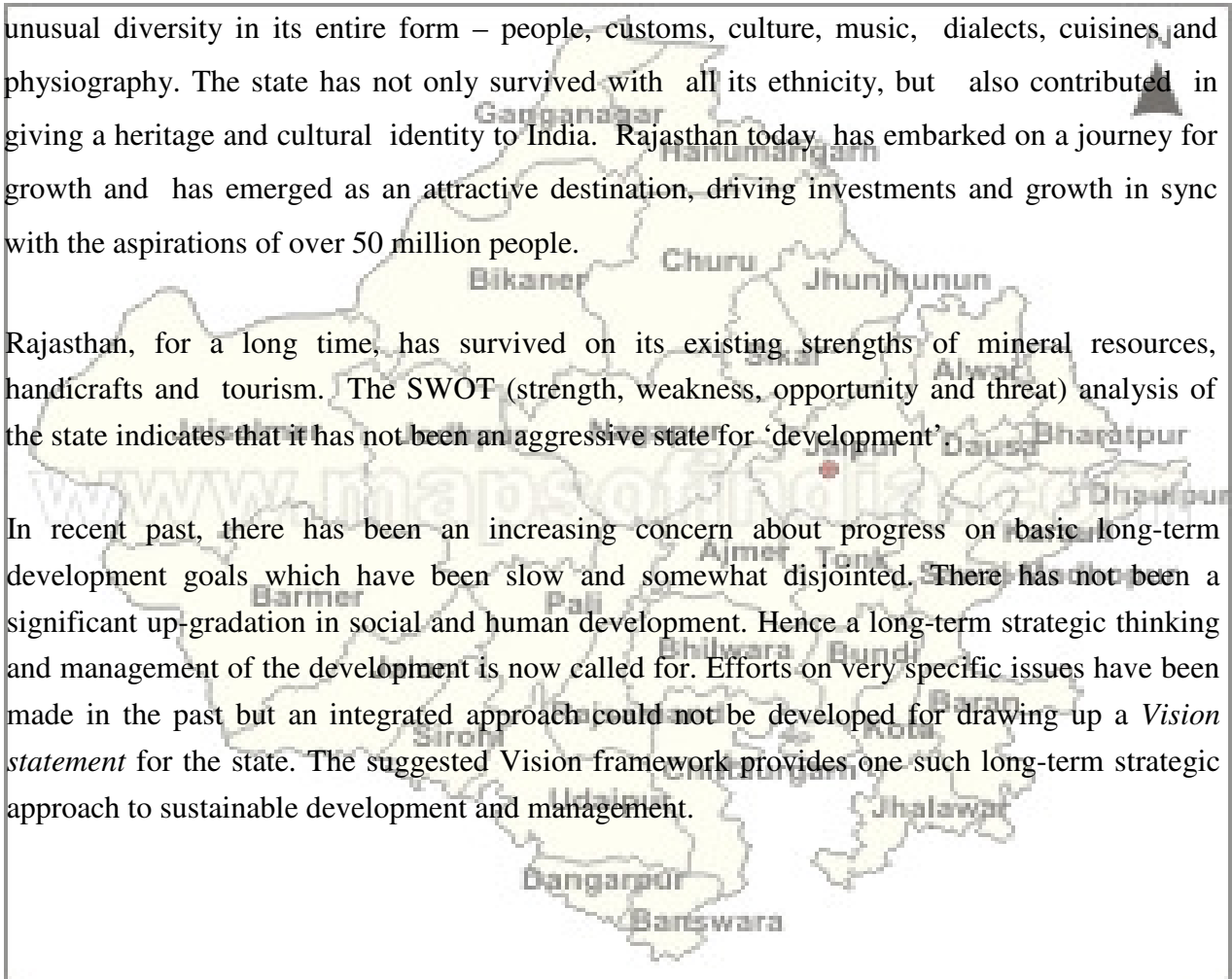
The journey, as we said, is indeed interesting.

Rajasthan: background

Rajasthan is a vibrant, exotic state set against the vast backdrop of sand and desert. It has an unusual diversity in its entire form – people, customs, culture, music, dialects, cuisines and physiography. The state has not only survived with all its ethnicity, but also contributed in giving a heritage and cultural identity to India. Rajasthan today has embarked on a journey for growth and has emerged as an attractive destination, driving investments and growth in sync with the aspirations of over 50 million people.

Rajasthan, for a long time, has survived on its existing strengths of mineral resources, handicrafts and tourism. The SWOT (strength, weakness, opportunity and threat) analysis of the state indicates that it has not been an aggressive state for ‘development’.

In recent past, there has been an increasing concern about progress on basic long-term development goals which have been slow and somewhat disjointed. There has not been a significant up-gradation in social and human development. Hence a long-term strategic thinking and management of the development is now called for. Efforts on very specific issues have been made in the past but an integrated approach could not be developed for drawing up a *Vision statement* for the state. The suggested Vision framework provides one such long-term strategic approach to sustainable development and management.



5.0 Statistical Indicators: demography and economy

The Indian population in 2022 is expected to be approximately 1.30 billion (Source: United Nations Population Division, World Population Prospects, 1999). Rajasthan's population as per 2001 census is 56.5 million which is expected to grow faster than the average Indian population. The following table presents estimation of the Indian and the state population.

Demographics - vital indicators for Rajasthan

S. No.	Item/ Particulars	Year	Unit	Particulars	Particulars 2022
1	Population (Total)	2001	Crores	5.65	8.52
	Male	2001	Crores	2.94	4.60
	Female	2001	Crores	2.71	4.34
2	Literacy Rate (Total)	2001	%	60.4	90
	Male	2001	%	75.7	92
	Female	2001	%	43.9	85
3	Net irrigated area to net area sown	2006-07	%	38.75	90
4	Net area sown to total reporting area	2006-07	%	48.92	95.00
5	Per Capita Consumption of Electricity	2006-07	KWH	575.05(P)	1800
6	Area Served by Per medical institution	2007-08	Km.	26.15	8.00
7	Road length (per 100 sq. Km. of area)	31-03-2007	Km.	50.70	80.00
	Road length (per Lakh of population)	31-03-2007	Km.	307.10	900.00
8	No. of Banking offices per lakh of population	Sept.,2007	No.	5.6	14
9	Area coverage per Bank	Sept.,2007	Sq.Km.	95	20
10	The Railway route kms/lakhs Population@	2006-07	Km.	10.46(P)	60.50
11	Per Capita income (at current Prices)	2007-08	Rs.	21,565	45,500
12	Per Capita income (at constant 1999-00 Prices)	2007-08	Rs.	16,260	30,800
13	Female per 1000 of male	2001	No.	921	960

Source: Compiled from the various government reports. Forecasting made on regression modeling.

Projected Population of India (in thousands)

Year/ Estimation	Medium variant	High variant	Low variant	Constant- fertility variant	Rajasthan
2010	1 220 182	1 231 456	1 208 908	1 233 922	69 300
2015	1 302 535	1 333 302	1 271 769	1 344 018	75 672
2020	1 379 198	1 435 854	1 322 543	1 461 501	82 560
2025	1 447 499	1 531 712	1 363 558	1 583 243	89 475

Source: World Urbanization Prospects: The 2005 Revision and estimation modeling applied for forecasting

Being **one of the top 10 performing states of India** on various scales, Rajasthan has certain competitive advantages over other states. Agriculture being 28 % of the overall economic contribution in terms of value, remains its backbone. The services industry has grown to 43 % and industry has grown to 29 % of the state GDP. The manufacturing capacity of the state has been increasing and it is moving towards attracting heavy industries. The economic growth of 7.0 - 7.5 % promises long term development.

Sectoral contribution to State Domestic Product

Primary Sector (26% of SGDP)	Secondary Sector (31%)	Tertiary Sector (43%)
Agriculture & Live Stock	Electricity, gas & water supply	Banking & Insurance
Forestry and Fishing	Manufacturing	Transport, Storage & Communication
	Mining & Quarrying	Trade, Hotels and Restaurants
	Construction	Real Estate
		Community & services etc

Source: Statistical Abstracts of Rajasthan, Directorate of Economics & Statistics, Rajasthan, 2008.

According to studies, as much as 63 percent of India's population growth in the first quarter of twenty-first century would be in the northern states of Uttar Pradesh, Bihar, Madhya Pradesh, Rajasthan, Orissa, Jharkhand, Chhatisgarh and Uttaranchal. Consequently, their share of India's population is expected to rise from 45 to 50 percent. The population in this region would still be growing at about 1.4 percent per annum. This is alarming and in no way to be ignored.

Demographic Projections: India & major States 2001-2021

	India / States Crude Birth Rate		Crude Death Rate		Life Expectancies M/F	
	2001	2021	2001	2021	2001	2021
	India	24.6	19.2	8.7	6.8	62.9/64.9
Andhra Pradesh	19.4	14.0	7.6	7.4	63.8/66.7	69.6/73.4
Karnataka	21.6	14.9	7.9	7.1	63.8/67.1	69.3/72.6
Kerala	16.4	12.1	5.4	6.3	71.9/77.5	75.8/81.2
Maharashtra	21.2	14.5	6.9	6.6	66.9/69.2	72.5/74.9
Tamil Nadu	16.4	12.7	7.3	7.9	65.5/68.4	70.6/75.5
Bihar	28.7	18.8	9.1	6.4	64.0/62.0	70.9/71.5
Madhya Pradesh	28.7	21.4	11.7	8.3	57.9/57.8	65.7/65.8
Orissa	23.2	15.0	10.5	8.3	59.8/59.4	67.2/67.4
Rajasthan	29.0	24.9	9.1	6.3	62.3/63.4	69.9/72.6
Uttar Pradesh	31.7	28.4	10.9	7.0	61.3/60.0	69.3/69.8

Source: Srinivasan R., Healthcare in India – 2025, Centre for Policy Research, India.

The following indicators clearly show that the urban - rural differentials are substantial. The rural areas face tougher challenges with the existing disparities compounded by pervading discrimination against women, starting with female foeticide. . The figures indicate that compared to the richest quintile, the poorest had 2.5 times more mortality rate and nearly 75% malnutrition, particularly early this century.

National indicators on some demographic issues

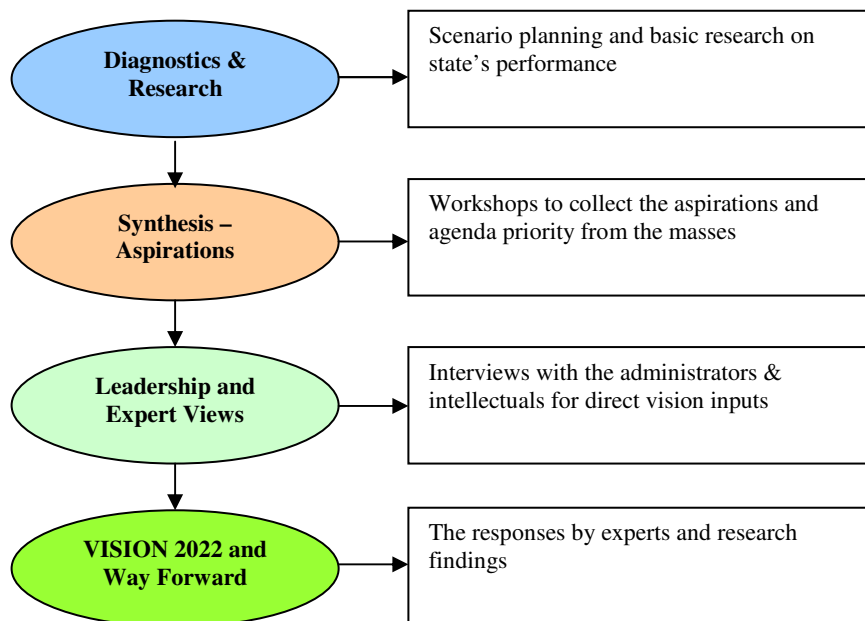
Sector	Population BPL (%)	IMR/Per 1000 Live Births (1999-SRS)	<5Mortality per 1000 (NFHS II)	Weight for Age- % of Children under 3 years (<-2SD)
India	26.1	70	94.9	47
Rural	27.09	75	103.7	49.6
Urban	23.62	44	63.1	38.4
Rajasthan	15.28	81	114.9	51

Source: Srinivasan R., Healthcare in India – 2025, Centre for Policy Research, India.

6.0 Conceptual framework: Approach and methodology

The conceptual framework for developing this vision document is based on a multi-level approach. It emphasizes elements such as strategic long-term thinking, shared vision by common people, visionary leadership by the functional heads or thinkers of the state, scenario planning, and

state and national learning. The multi level interactions and the research support have made this vision document different from merely a forecasting or planning document.



Scenario planning is required to meet long-term strategic thinking and plan the execution through financial resource and administrative allocation. It is articulated with the aim to achieve interactive forecasting by using strategic intelligence from the economic, political, environmental, cultural and technological domains. An important element of long-term strategic thinking is to avoid relying solely on the "natural" comparative advantage. Hence, the functional leadership in the state belonging to bureaucracy, politics, industry, farming, academia, entrepreneurs etc. were approached for one-to-one interaction.

Aspiration Framing and Shared Vision

The long term strategic thinking and execution should incorporate a shared vision for leading the state towards inclusive and sustained responsible development. The investigation to aspirations and delivery of vision output was planned and modeled through a methodology developed by Boston Consulting Group (BCG), India. The effort to create awareness of the exercise and make the state sample (representative population) a part of the Vision was considered important to carry forward the aspirations of common people as *Power Thought* of Rajasthan.

Total field coverage of sample

- **8 workshops** conducted at Jaipur, Bharatpur, Udaipur, Jodhpur, Ajmer and Alwar
- **1 interactive seminar** in Baharatpur, 50 students of 10th and 11th standard.
- **24 one to one interviews** with politicians, senior bureaucrats, industrialists, professional like doctors and CAs, academicians, NGO experts and association representatives
- **Close to 500 people reached.**
- **Wide cross-section** of farmers, politicians, bureaucrats, industry, NGOs, housewives, professionals, women entrepreneurs
- **10-12 open interactions** with *dhabawalas*, drivers, peons and rickshaw pullers etc.

7.0 The Aspirations of citizens

The workshops, interactions and interviews conducted have contributed to develop this vision document.

Broad Theme of Aspirations	Aspiration Elements	Challenges and Gaps
Peaceful, secured society - cultural leadership - - empowered women	- to have an integrated society above caste and religion - a peaceful and secure state under the Law - cultural leadership in the country - women respected & empowered society - to develop and implement good disaster management system	- a demographically big state - border sharing with many states and Pakistan - lack of coordination amongst government departments - a heavily burdened legal system
Literate, educated and skilled manpower	- 100 % illiteracy - quality higher education - employment oriented skill development - innovation & technology based education - government to concentrate on primary & secondary education and higher education to be developed through private initiatives	- availability and allocation of funds to develop infrastructure - lack of quality teaching resource - lack of appropriate material and research base - lack of proper utilization of funds and other resources
Agriculture and business development	- big industries to establish at more connected locations but SMEs to reach smaller locations - manufacturing & service industry to reach double digit growth rate - good economic infrastructure to be developed for efficiency - water & electricity management for agriculture and production growth - technology use for agri growth - environment friendly use of fertilizer	- Inadequate attention on irrigation issues in the State Water Policy - water level for industry need and agriculture - lack of infrastructure and strong government support - a complex and bureaucratic system of operations - lack of skilled manpower - Urban energy usage and emissions are skyrocketing

Transparent and responsible governance	<ul style="list-style-type: none"> - information to be made available in all important areas and guidance provided - bureaucracy to be reduced and systems to be simplified for good governance - politics to be more moral and responsible - more involvement of citizens and industry & social groups in administration - educating citizens for rights and civic rules 	<ul style="list-style-type: none"> - misuse of government positions - lack of accountability - delayed legal decision - lack of political will and moral leadership - excessive intermixing of politics and bureaucracy
Water & Green Revolution for sustenance	<ul style="list-style-type: none"> - need a <i>Water Revolution</i> to secure water for drinking and agriculture - need a <i>Green Revolution</i> to make all non-desert & stone land into fertile ones - better R&D and technology support for agricultural production & yield - green & water conservation policy to be created and be made effective by action 	<ul style="list-style-type: none"> - safe drinking water to all - not sufficient education and training on agriculture and environment - highly spread out state demographically - lack of appropriate distribution system
Infrastructure – Better civic communities – Industrial infrastructure	<ul style="list-style-type: none"> - road quality and transport system to be good quality and safe - basic civic amenities to be developed for all cities and villages - rail & air transport to be improved to facilitate tourism business growth in future - public transport system to be widespread to connect rural and urban areas 	<ul style="list-style-type: none"> - schemes not enough, lacking a good policy & implementation - least involvement of community in maintenance - In-appropriate use of funds - public not trained and do not respect or are unresponsive to good infrastructure - tourism focus is missing in developing infrastructure
Art, culture and sports reflection	<ul style="list-style-type: none"> - state culture to be given a strong global appeal and awareness - sports facilities to be increased statewide connecting the rural and urban - libraries to be developed or invested in more for citizens' use - tourism be promoted through culture, heritage places, animals and forest 	<ul style="list-style-type: none"> - not well promoted like cricket or films - not enough recognition in any of these areas - language development is not given appropriate effort - lack of funds and infrastructure

7.1 Aspirations as categorized on responses

The concerns voiced are very powerful and emotional, reflecting the sentiments of not only the general public but also functional heads of the state. The views collected on 8-12 parameters at different stages provide the focus to the state functionaries and leaders for a better future. Some of the main expectations and aspirations that came up -

7.1.1 Health assured

The existing health infrastructure is not adequate. The availability and affordability of health services and health insurance were strong points in all interactions, besides lack of awareness on preventive and curative diseases. The need was to adopt a holistic approach while tackling the issue of health and healthcare management, with both schemes and policies seeing strong execution.

How can government ensure the health of so many with the present resources which are increasing only marginally? A drastic change is needed.

An NGO Activist

Doctor's fee which is one time and cheaper is not the big problem, but where do I go to get money for medicines which are a regular need?

A Farmer

7.1.2 Education and skilling

Among the strongest desires expressed was to see total literacy by 2022, apart from availability of high quality education at all levels. Computer and English were seen as progressive interventions. Good infrastructure, capacity building and vocational education were prime needs for manpower development to support sustainable development. Special emphasis was also laid character building to make responsible citizens. .

Government takes initiatives but we need to also look at education in ethics .

An Eminent Professor

In Rajasthan, I want to have manpower to meet global quality demand. I see huge opportunity and potential in higher education and research.

A Business Leader

7.1.3 Agriculture based sustenance

Agriculture and related activities may not contribute as much to GDP but provides sustenance to a large population. The agrarian economy needs immediate attention for *sustained inclusive development*. *The call is for a Green Revolution* - all information related to agricultural production, seeds, fertilizer, financing etc. to be made available at grass root levels, mechanized

farming for high productivity, and focus on local R&D capacity building to find local solutions. All these steps are essential to stop urban flight.

The water scarcity leads to poor productivity. Margin is further eaten up by middlemen. How do I save myself?

A Farmer

A state led *Green Revolution* will give continued attention on all issues related to farmers and agriculture. This can be made the mainstay for inclusive and sustainable development.

A former Political Leader

7.1.4 Business growth

The concern was ‘can we miss the growth in commerce and the manufacturing sector’? The economy demands more SEZs and industrial estates.. . With the current attention to small and medium scale industry development, it is now time to nurture large manufacturing. Though having huge potential in tourism, the need is world class tourism infrastructure. Government is required to be pro-active in inviting companies and operationalising single window system for fast delivery. . People aspire to check the depleting natural resources and control environment pollutions to make a greener state. .

Tourism and mineral based business still leads growth and we should convert these into our competitive advantage.

Business Expert

We must have environment friendly business infrastructure and support to avoid future problems.

An Academician

7.1.5 Inclusive and sustainable development

Citizens are concerned and want to remove poverty from the state dictionary. Micro finance is in the right direction but it has to be made sustainable. A comprehensive *Economic Inclusion Policy* is required for the state. . Economic well being for all is not assured without the opportunity to work and this needs to be taken up through innovative ways.

Many people do not have any source of survival, they live on a daily basis. Development is a later stage for this section. We need to think in terms of both schemes and policy.

Senior Bureaucrat

I do not have enough earning to feed the family, I can not think of educating my children, so they need to work.

A Rickshaw Puller

7.1.6 Good Governance and moral leadership

It was with a heavy heart that every one spoke about politics and governance, including those who are part of this system. The desire was for a corruption free society. Complete transparency in government working, a more effective and efficient judiciary and accountable bureaucracy were a must. . But who would provide the moral leadership to ensure this?

All of us are facing the issue of corruption and governance almost in every walk of life. Now we do not know who will work to remove this. It is alarming that it has reached to women and children.

A Woman Entrepreneur

The existing checks and balances are not enough, we need strong will to remove this cancer.

Media Expert

7.1.7 Infrastructure and urbanization

The brilliant conceptualization and infrastructure made Las Vegas what it is today from a desert, and this is a lesson apt for Rajasthan. . An efficient transport system, specially road and rail, with good rural – urban connectivity, power and clean water, besides environment friendly systems and affordable housing are the basic needs to be fulfilled for all citizens. .

I can not imagine a bright face of state without good infrastructure support which is available to every section of society.

A Professional

Attitude for growth will change with improved support. I have seen and experienced the changes in other parts of India and the world.

Business Leader

7.1.8 Face of Art and culture

Rajasthan has a strong tradition in arts, culture and sports. People of Rajasthan desire to link arts and literature with the heritage monuments. Sports has to be taken to the community level to strengthen bonds. , besides offering these as career opportunities. A tourist corridor connecting important cultural destinations was another desire expressed. .

Let's build on history. We have time even now to recall our rich background and develop from there in arts and literature.

A Historian

People understand the power of confidence arising in the state due to sports, literature and art. Learn from the example of China.

Academician and Philosopher

8.0 Rajasthan Vision 2022

Before we draw the final picture, it must be reiterated that this vision document does not provide details of projects and activities that are to be implemented to realize it. But it is clear that the responses have aspired it to be the *Change for Responsible Development*.

8.1 Community feeling with social and cultural pride

The state today is reduced in community pride. The larger chunk of population does not identify itself with the state as a community. Political aspirations and demographic reasons have fragmented society. The shared emotional connection, recognition, and community involvement are few characteristics *which surpass any resource and create common identity*. .

Vision:

A state with strong feelings of community and state/nation hood going beyond gender, caste and religion. .

Agenda and Action:

- Developing a coherent social environment which helps in binding the different castes and religious communities and removes social evils such as dowry, gender bias and exclusion of financially deprived sections.

- Increase interaction in the community by developing programmes to support art, sports and cultural enrichment and help decrease social imbalances. Brand major cities with its historical identity and promote them accordingly.
- Major cities to establish *City Day* for celebration of achievements and progress. And, every region to have community cum museum centre to reflect its heritage and development.
- Recognise contribution of individuals, NGOs and businesses to the community with awards on the City Day.
- Foundation of a City Community Board from all major sections of the society including politics, administration, academia, business, media, farming, etc. who may be involved in social inclusion, city planning and development.
- An affirmative action approach to be developed for financially weaker sections to help move them into the mainstream.
- Poverty elimination plan to be willfully executed to ensure no section remains below the poverty line.

Challenges and gaps

- People have become individualistic and community feeling is not significant.
- Basic civic sense is not been nurtured in school and by the family.
- Media's role of a responsible and disciplined communication medium has degenerated into a platform for consumerism and sensationalism.
- Religion and caste have been made tools for political benefits, causing social fragmentation.

8.2 Well developed infrastructure and amenities

Vision:

All sections of society to avail environment friendly systems fulfilling basic needs like safe drinking water, proper sanitation, electricity, effective and safe transport and affordable housing.

Agenda and Action:

- Urbanisation is driving city population density to breaking point. Ten new cities could be developed in different regions as part of the regional development approach of state. These to have world class infrastructure.
- **Transport infrastructure** - All rural and urban locations to be connected with good quality roads and proper traffic management systems.:
 - Rural – Rail and road systems to be developed connecting all villages, to encourage commerce and discourage migration.
 - Urban - develop an intra-city public transport system and policy with an eye toward intercity and regional interconnectivity. Design roadways ensuring safety and ease of movement including smooth pedestrian, cycle and general traffic flow.
 - Industry - all identified and important cities to be connected with 6-8 lane expressways. The expressways for industrial transport purpose must have a separate belt connecting all major industrial cities. .
 - Tourism - to have a *Tourism Corridor* connecting tourist destinations. . Air connectivity for identified (may be 10) cities with 25 major cities of India. One international airport necessary to promote tourism and industry.
- **Economic infrastructure:** develop and maintain special economic infrastructure including rail, dry ports; energy in all its forms; water and sanitation services; communications to support physical framework.
 - 5-6 regions which have good connectivity with rest of the state, to be developed as major *Regional Economic Zones* with all world class facilities.
- **Technological infrastructure:** an optimized model to network all the infrastructural development issues. Technology Infrastructure and Management Policy to be put in place.

- An appropriate **Water policy** to be developed to address water security, water use, protection of water resources and water quality. Water policy must meet the residential, agricultural and industrial needs of the state for *Rajasthan@100* and make it sustainable.
 - Mandatory water conservation systems for all new buildings. All existing buildings to put in place conservation system in next 3 years.
 - Allow private operators to set up operations with government support to eradicate water scarcity in the state.
- Affordable **green power** to all rural and urban state locations. State to develop capacity of 120% power supply for industry to attract investment. . State to focus on renewable energy generation - *wind, solar, water, bio* and in addition, nuclear energy to meet 30-35% of its energy need.
- **Environment friendly and affordable houses** for all sections. Basic amenities like drainage and sanitation system to be developed and all cities to have waste treatment plants.
- Implement **policies** that encourage obtaining the highest quality products and services.
 - Utilize innovative funding methods to maintain city-wide infrastructure.
 - Evaluate locally sourced sustainable building material that uses good design and reduce the cost such as traditional mud roof helps with insulation and acoustics, rooftop solar panels could provide electrical power and heating, etc
 - Explore methods that offer extended life and reduced maintenance cost for future infrastructure and transportation projects.
- City parks and green belts to be made mandatory, besides a policy to be framed for development of these in old cities.
- Proper planning and management systems to be put in place to ensure prevent cost escalation and delays. .

Challenges and Gaps:

- The effectiveness of the existing physical planning is hampered by the lack of a coordinated state development plan, inadequate resources and institutional weaknesses.
- Absence of appropriate long term policy framework such as Transportation Policy, Habitation Policy, etc.
- Funding has been limited and innovative methods not been worked out.
- Functioning of municipal corporations is marred by politics due to its electoral process.

8.3 Transparent and effective governance

Vision:

Achieving transparent, ethical and effective governance, with a strong judiciary for a safe and secured state.

Agenda and Action:

- All state political parties together to evolve and agree on a ‘Minimum Governance Programme’ for the state. The pointers for direction to include reliance on IT and e-governance, right to information, grievance handling mechanism, simplification of procedures and governance audits.
- Civic education for all on citizens’ rights, responsibilities and accountability to ensure good governance.
- It is felt that bureaucracy is suppressed by influential people, who are generally not accountable. Hence there should be a third party evaluation of the systems. Bureaucrats to be provided more freedom to operate and accountability to be enforced.
- Minimum education and work experience must for all entrants in politics.
- Information and guidance at Common Service Centers and City Information Centre to be provided for all kinds of administration and legal requirements like land details, legal issues, business information. Also, e-governance has to be promoted rigorously so that people are aware of services available at their doorstep.

- A fair and advanced taxation system to remove financial corruption. Effective systems to penalize tax evaders from every income bracket.
- Decentralization of power and responsibility at gram sabha and panchayat level to be implemented with seriousness to increase community participation in governance.
- Both internal and external security to be geared up as Rajasthan is border state and is taking exceptional steps towards growth.
- Media at state and national level to be self disciplined and act as a responsible pillar of democracy. .

Challenges and Gaps

- Politics is caste and religion based, encouraging entry of candidates with criminal backgrounds. .
- Due to the negative perception of government functioning, quality intellect prefers the private sector.
- Affirmative action to keep the inclusion agenda live and also the quality of future.
- Delay in justice and punishment for law breakers is resulting in loss of confidence in governance. The police and administration are often looked upon as corrupt agencies, with society too becoming part of this network.
- Absence or lack of appropriate coordination between various departments of the state administration.

8.4 Sustainable economic development

The biggest state in size and among the largest in population, demands a strong hold on economic progress for long term sustenance. The competitive advantage of Rajasthan in sectors like tourism, minerals and handicrafts gives it an edge, , with the potential to be among the top three states.

Vision

Reaching a sustainable economic position with state GDP growth of 14-15 per cent based on committed support of infrastructure, technology and manpower.

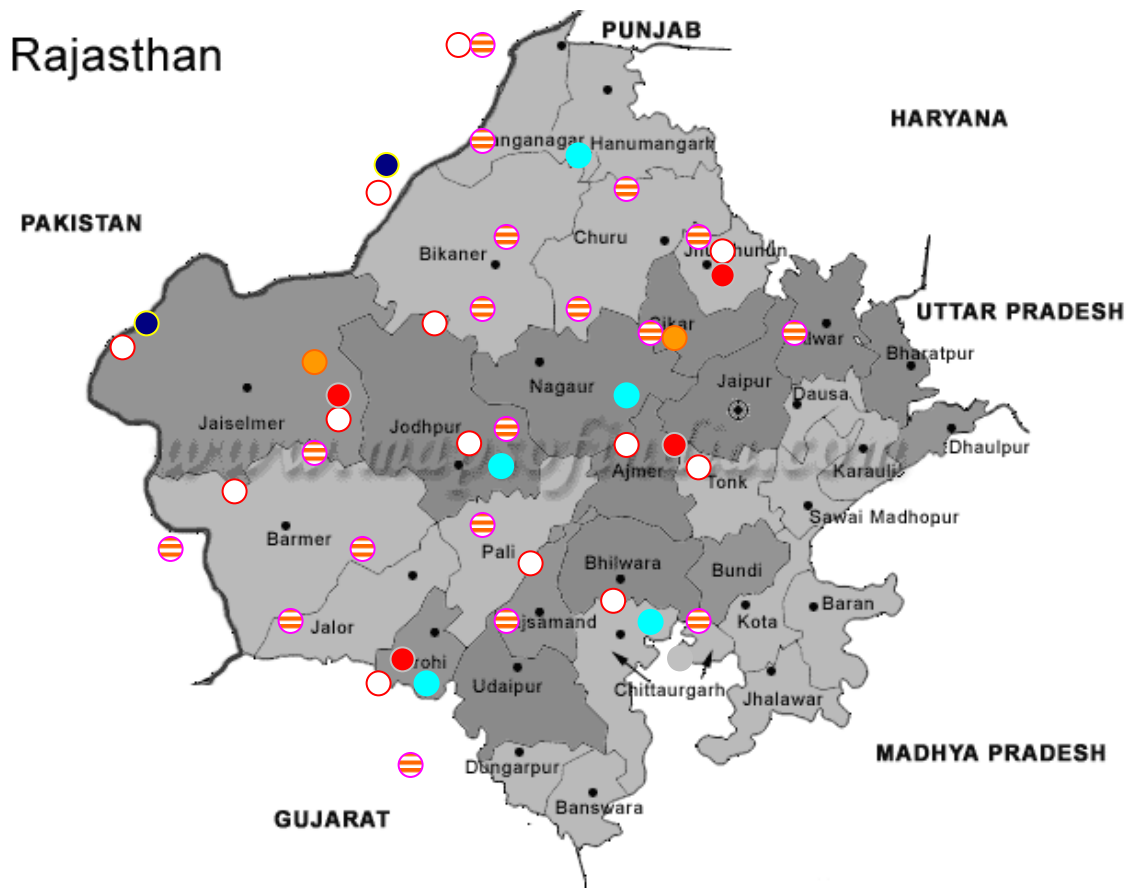
Agenda and Action:

- Promote a region wide economic balance. Prudent economic incentives by government are imperative to develop and revitalize the business sector.
- Develop an efficient economic infrastructure to promote and facilitate economic growth and support development.
- Develop and maintain agriculture and industry corridors at many locations of state balancing regional economic development.
- Few manufacturing and service set up demands high investment in research & development. Government to support such needs and work out exciting models including tax incentives.
- SMEs to be promoted and special zones to be developed. This will also help in generating more employment.
- One strong regulatory set-up to be established in Rajasthan (such as PFRDA) and Jaipur to be developed as financial centre for North India.
- Tourism and Rajasthan to be synonymous. State to develop *e Tourism Corridor* for appropriate attention. This sector to be doubled in terms of value and reach. Put Rajasthan *brand* on the world tourism map.
- Any social and environmental compromises made in past to be realigned through appropriate models by the companies.
- To create 3-5 world class design and technologically backed gems and jewelry work stations for meeting global demand. Develop an *International Center of Excellence* for handicraft export.
- Entrepreneurship to be promoted for livelihood options
- A development friendly work culture to be seeded. .

Challenges and Gaps:

- Reinventing existing business parks demands very high investment and strong political will.
- Manpower resource management is a serious issue as the state has not developed good quality workforce and it has not promoted migration of talent from outside into Rajasthan.
- The basic infrastructure support in terms of power, transport and connectivity, water and developing new business city are critical issues.
- Working environment and business culture has not been developed as state is new to the industrial revolution.

Figure: Mapping of developing centers of business and connectivity



○	Indicates that the regions to be developed at national level
●	Telecom /IT city/Parks & Bio-Tech Parks
◌	Industry parks
●	Knowledge centers/parks
●	Sports centers/parks
●	Indicates regions to be developed at international level

8.5 Agricultural independence and food security

Rajasthan has 10.4 % of India's land area, 50 % of which is under cultivation. This makes up for 28 % of the state's GDP, with 66 % of population dependant on this for a livelihood.

Vision:

Agriculture and vivestock sector to ensure food security, develop export capacity and provide employment.

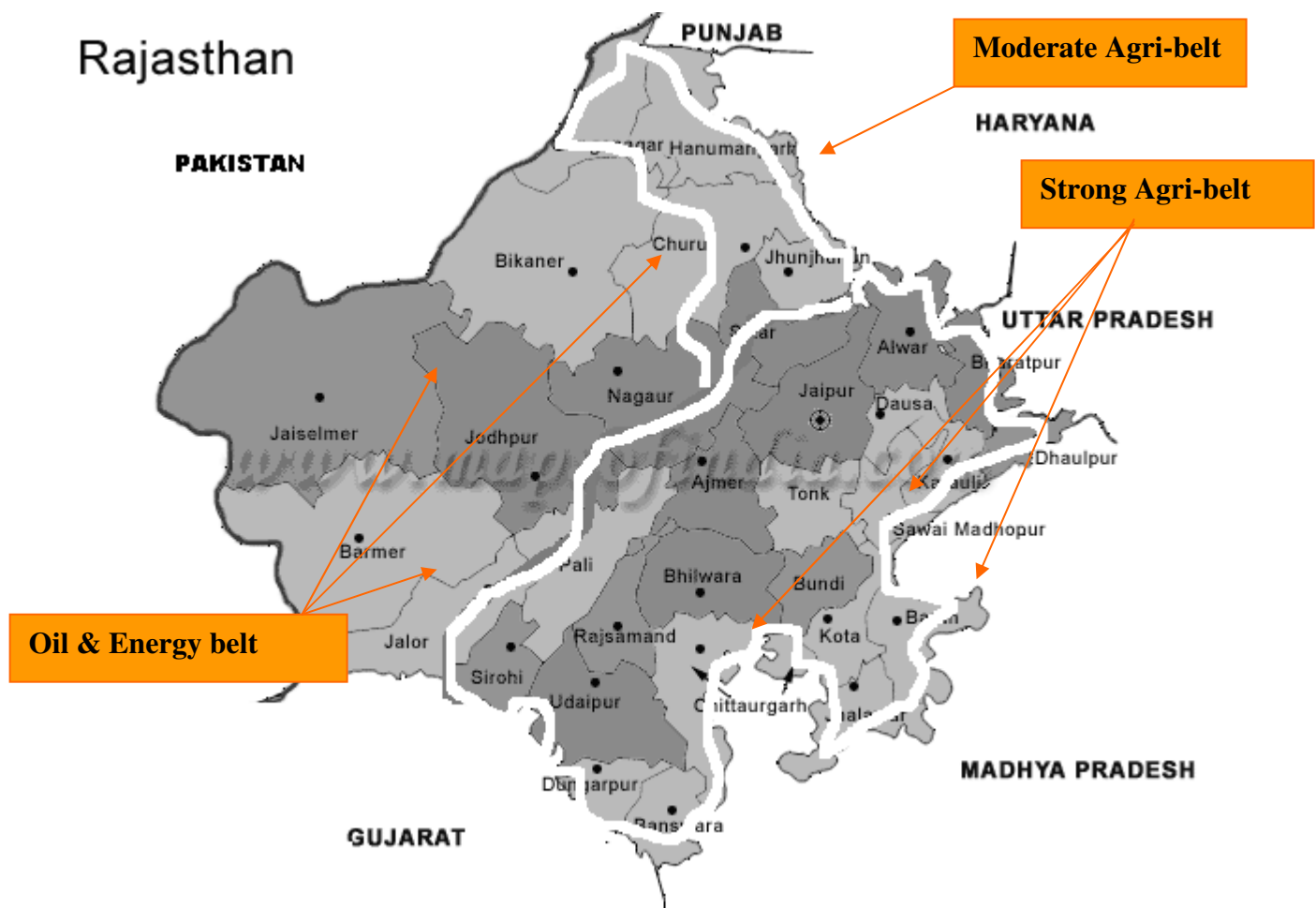
Agenda and Action:

- Make use of technology and research for increasing yield, improving seed quality and enhancing productivity.
- Creating network of canals to manage irrigation demand and potential. Creating support for storage, marketing and value based agri-business for farmers.
- A decade of *Green Revolution* and *Water Revolution* to be launched to convert Rajasthan into a green and fertile belt, leaving 30 % desert with its separate identity.
- State to develop 5 international level agriculture research labs to support increase in yield, quality seed, crop rotation system, and new crops identification.
- Soil fertility to be addressed and use of chemical fertilizer to be reduced.
- Animal husbandry and livestock business leadership to be achieved, with related growth of processing industry.
- Agriculture and science utility based education to be nroduced in all rural schools. .
- Corporate farming to get industry cum agriculture status.
- Use technology to create direct network of producers and buyers, keeping out middlemen.
- Streamlining policies and schemes to help achieve the goal of social and economic inclusion.

Challenges and Gaps:

- Lessening interest to remain in agriculture due to low returns.

- Lack of education on appropriate usage and management of facilities, and awareness on innovations.
- Irrigation and land fertility still an issue even after some committed efforts.
- Lesser involvement of agriculture experts and farmers in the planning and execution process.
- Misutilization of government resources and lacklustre effort to check the black market for agriculture and livestock.



8.6 Developing a Knowledge state

A state or country develops when society becomes aware of the value of education, information and knowledge which create avenues for advancement and acquire the physical and intellectual tools needed to convert the opportunities into practical accomplishments for the benefit of individual and society.

Vision:

Hundred per cent literacy, quality education and research contributing to knowledge bank and skilled workforce at all levels.

Agenda and Action:

- Compulsory education upto 10th standard for all without gender discrimination. Private and public institutions to be developed with appropriate capacity building. State expenditure to increase significantly on education.
- Privatization to be promoted and partnership with government simplified for effective and efficient use of resources.
- Capacity of local and regional teachers and trainers for primary, secondary and vocational education to be developed to prevent absenteeism, while ensuring quality. .
- The aspired for economic and social developments demand few hundred ITIs and other vocational institutions for training in all major fields. Skilled workforce at all levels is a permanent asset of the state in times of industrialization, competency building and transformation.
- Computer literacy and English at even village level schools as part of the capacity building.
- All 332 cities and towns to have at least one Technology Research Laboratory to promote agriculture and vocational education, with innovative models of financial support. These centers to be linked with reputed institutions to offer courses using technology.
- Higher education and research to be supported and offered industry status, to achieve enrollment of minimum 20 % e students from other other states and countries. .
- Promoting and investing in science and technology education (five institutions) to make Rajasthan a Centre of Excellence in S&T in north India.
- Establishing 15 high end research institutions in 10 most promising areas of activity. To invite 2-3 international universities to Rajasthan from the top 100.
- Affirmative Action Model to be implemented in education instead of on the basis of caste and religion.

- An Innovation and Technology policy to plan and implement state oriented solutions at all levels to increase efficiency, and sustainability in areas such as agriculture, SME industry, health service, education, etc.

Challenges and Gaps:

- Lack of primary and secondary school infrastructure in rural areas is a bottleneck, besides its inefficient use. .
- Lack of quality teachers and discipline along with work culture. Low motivation towards teaching and research due to remuneration.
- The present state of higher education and research is low in capacity and quality.
- Education system has caste and religious bias.

8.7 Quality of life and human development

Vision

A sustainable livelihood, affordable healthcare, socially inclusive and poverty free state.

Agenda and Action :

- Poverty elimination and employment opportunity for all the prime agenda for the state. Rajasthan to be a zero poverty state by 2022.
- A comprehensive *Economic Inclusion Policy* to be developed to achieve a sustainable model through integration of employment, health and financial inclusiveness..
- Health and healthcare systems - need for a well defined network of equipped doctors, nursing homes, mini hospitals and big hospitals based on coverage of population in rural and urban areas. Role of government to be central needing a redefinition of governance, responsibility and supervision..
- NGOs and other organizations to be involved and their services and expertise to be utilized.
- Greater capacity for specialized services - epidemic disease control, health and nutrition cell,

women empowerment cell etc. to be developed.

- Cost of medicine found to be a bigger problem than doctor's fees.
- Reducing risk and developing support for vulnerable groups through micro life and asset health insurance. .
- These issues to be made part of the education system and awareness programmes, with women and children given special attention.
- The basic civic training to be done in both rural and urban areas. Proper sanitation and drainage to be managed at local level.

Challenges and Gaps

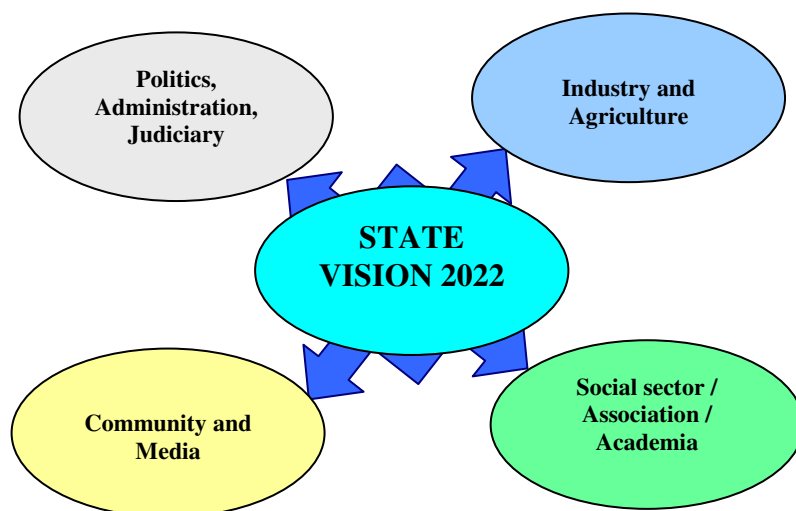
- Lack of infrastructure to serve the vulnerable sections. There is huge support needed in terms of finances, infrastructure, workforce and government will.
- Lack of awareness and education on issues related to health, insurance coverage etc.
- Lack of coordination between government, health centers, industry and educational institutions.
- Malpractices and corruption in the public service delivery systems. And weak system of punishment.

9.0 The Way Forward

The 'Way Forward' as outlined below only attempts to present the collective suggestions of the respondents which may be taken into view while framing the action plan. It was clear that a working group of highly capable and motivated people was the first step towards structuring a suitable and effective action plan.

The aspirations of people are very high for the state and its people, making it imperative to address the issues of concern and make sincere efforts by motivating society and exciting the official machinery. The following is an effort to understand the environment and look into the journey to achieve the VISION 2022.

State Vision 2022 Universe

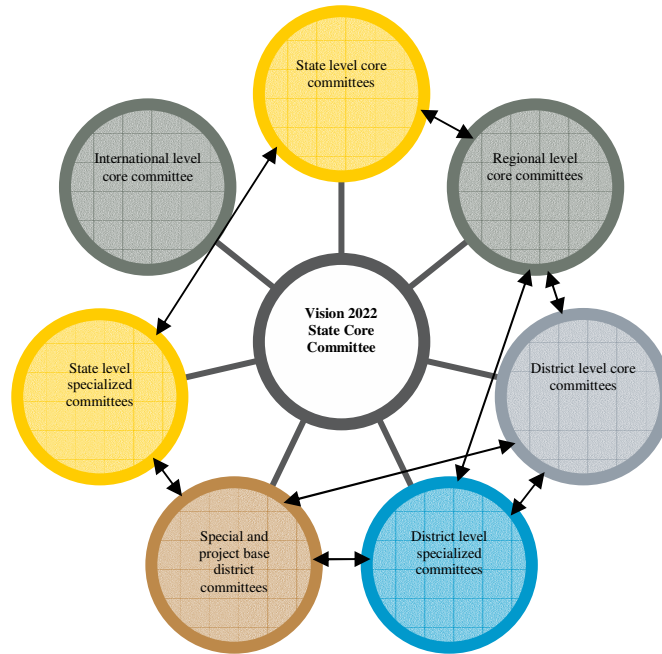


The Task Force India-Rajasthan@75 to

- create an environment for acceptance of the Vision 2022
- excite the people and systems for adoption of this to integrate into actions
- make annual plans integrated to achieve the Vision 2022 in a holistic manner

- create a campaign and identifying brand ambassadors

Functional relationship of the proposed body



The CII India-Rajasthan@75 Task Force will engage experts & specialists in the areas presented by the Vision and aspirations to attempt to draw a roadmap to fill the gaps. We will need to find partners in the change process and work at various levels to action some suggestions / plan.

It is suggested by respondents that part of the team on VISION 2022 should continue for the long term perspective. The patronage of the main leadership of the state is of utmost importance in the realization of VISION 2022 which has the imprint of the aspirations of the Rajasthani people. There is high positivity in the people’s sentiments, huge potential as observed by experts and enough space to work and implement. Rajasthan@75 has the potential to be a showcase of achievement through committed attention.

The journey, as we said, is indeed interesting.

About CII

The Confederation of Indian Industry (CII) works to create and sustain an environment conducive to the growth of industry in India, partnering industry and government alike through advisory and consultative processes.

CII is a non-government, not-for-profit, industry led and industry managed organisation, playing a proactive role in India's development process. Founded over 113 years ago, it is India's premier business association, with a direct membership of over 7500 organisations from the private as well as public sectors, including SMEs and MNCs, and an indirect membership of over 83,000 companies from around 380 national and regional sectoral associations.

CII catalyses change by working closely with government on policy issues, enhancing efficiency, competitiveness and expanding business opportunities for industry through a range of specialised services and global linkages. It also provides a platform for sectoral consensus building and networking. Major emphasis is laid on projecting a positive image of business, assisting industry to identify and execute corporate citizenship programmes. Partnerships with over 120 NGOs across the country carry forward our initiatives in integrated and inclusive development, which include health, education, livelihood, diversity management, skill development and water, to name a few.

Complementing this vision, CII's theme "India@75: The Emerging Agenda", reflects its aspirational role to facilitate the acceleration in India's transformation into an economically vital, technologically innovative, socially and ethically vibrant global leader by year 2022.

With 64 offices in India, 8 overseas in Australia, Austria, China, France, Japan, Singapore, UK, USA and institutional partnerships with 271 counterpart organisations in 100 countries, CII serves as a reference point for Indian industry and the international business community.