



## Delhi Vision 2022

Paving way for Sustainable Development



Confederation of Indian Industry

Supported by



## Contents

1	Introduction	5
2	Executive Summary	6
3	Approach and Methodology	8
4	Infrastructure	9
	4.1 Vision	9
	4.2 What people have to say?	9
	4.3 Performance Metrics	9
	4.4 Action Points	10
5	Health	12
	5.1 Vision	12
	5.2 What people have to say?	12
	5.3 Performance Metrics	12
	5.4 Action Points	13
6	Education and Skill Development	15
	6.1 Vision	15
	6.2 What people have to say?	15
	6.3 Performance Metrics	15
	6.4 Action Points	17
7	Government Services and Public Administration	19
	7.1 Vision	19
	7.2 What people have to say?	19
	7.3 Performance Metrics	19
	7.4 Action Points	20
8	Environment	21
	8.1 Vision	21
	8.2 What people have to say?	21
	8.3 Performance Metrics	21
	8.4 Action Points	22
9	Arts, Sports and Culture	23
	9.1 Vision	23
	9.2 What people have to say?	23
	9.3 Performance Metrics	23
	9.4 Action Points	24
10	Economic well being for all	25
	10.1 Vision	25
	10.2 What people have to say?	25
	10.3 Performance Metrics	25
	10.4 Action Points	26
11	Way Forward	27

---

## Foreword

**Shivinder M Singh**  
Chairman  
CII Delhi State Council



Delhi today is the city of dreams, drawing millions of people from across the country and now even from overseas. Among the fastest growing regions, it embodies the aspirations of all its old and new residents, who look to it to provide them a better quality of life.

It is in this context that a vision document becomes the catalyst and an essential first step in building consensus on a broad development strategy, which encompasses, inter-alia, the role and responsibility of different stakeholders in society, such as government, the private sector, academia, NGOs and students, to name a few.

CII took on the mantle to draw up a vision for the capital, thanks to the impetus and inspiration received from Prof C K Prahalad, eminent management guru and author of the India@75 initiative. I wish to place my special thanks to Smt Sheila Dikshit, Chief Minister of Delhi, for supporting the initiative.

This exercise of visioning Delhi in 2022, i.e 75 years after independence endeavours to capture the imagination and desires of all segments of society. The report was prepared by largely drawing upon valuable inputs received from more than 270 people from a diverse cross-section across the city. Mr Richard Rekhy, COO, KPMG kindly acceded our request to become the facilitator for this exercise and I would like to specially thank him for his cooperation and support.

The objective of this report is to build widely shared understanding about realistic long-term goals. It can help to focus on details of design, selectivity, implementation, and accountability.

Achieving a balance among these dimensions within a realistic development strategy, and sustaining that balance over time, are the keys to success. I do hope that the report, which is an articulation of the city's long-term, holistic vision for its future, will be able to provide direction and focus essential to sustain holistic development.

Looking forward to a vibrant metropolis rated amongst the best cities in the world, in a not-so-distant future.



**Kartikeya Bharat Ram**  
Chairman  
Task Force on Delhi Vision 2022

Catalysed by Prof C K Prahalad's vision, CII took on the challenge to capture the vision for Delhi under the vast canvass of India@75. The task seemed daunting initially, but the exercise of envisaging Delhi@75 at the end, was a labour of love for all involved.

Delhi, being the national capital, is a reflection of India's aspirations, thoughts and potential. It has been a melting pot leading to the assimilation of various cultures, peoples and races over centuries.

We took up the visioning exercise conscious that no section of society could be missed out, reaching out to more than 270 people - from government representatives, industry, academia, students, housewives, factory workers, security guards, etc.

The report focuses on what people really need and desire today and provides a reliable picture of the views and aspirations of the populace covered, within the limits of the survey topics.

My sincere thanks to Mr Arun Kumar, Associate Director, KPMG and Ms Priyanka Gupta, Associate Consultant, KPMG, who spared their valuable time and effort to help us capture the aspirations of the stakeholders. I would also like to acknowledge the support that I received from Mr Sumeet Anand, Co-Chair of the Task Force, and members of the Task Force - Mr Navin Munjal, Mr Pranay Sinha, Dr Shikha Sharma, Mr Akshay Bhalla and Mr Harsh Shrivastava for their valuable contribution and inputs.



**Sumeet Anand**

Co-Chairman

Task Force on Delhi Vision 2022

CII's theme for the year 2008 – 09, India@75: The Emerging Agenda, has been the catalyst for the visioning exercise, we embarked upon for the state of Delhi. It was a privilege to be a part of the CII Delhi Task Force to intend a vision of Delhi@75. It was a forum for Young Indians to join hands with the CII and work collaboratively to create a vision for the city state.

Setting up a leadership agenda which contributes to the socio-economic development of the country, has been a core activity of CII. And the aspirational mode of this visioning exercise as counseled by Prof C K Prahalad is indeed timely and appropriate to envisage what India has to achieve by 2022, taking forward some of the past milestones.

We adopted a bottom up approach to be able to carry along people from various strata, fields, interest and sectors, who participated in mission mode to identify the areas of focus – infrastructure, health, education & skill development, government services & public administration, environment, arts, sports & culture and economic well being - the vision for each and the action points.

The support and commitment from the Chief Minister, Smt Sheila Dikshit and the Chief Secretary, Mr Rakesh Mehta to further strengthen the pragmatic vision for Delhi and how Delhi could effectively contribute in the transformation of India as a global leader in the coming years to come was very heartening.

I would like to thank Mr Shivinder Mohan Singh, Chairman, CII Delhi State for giving me the opportunity to be a part of the visioning exercise and convey my gratitude to Mr Kartikeya Bharat Ram, Chairman, CII Delhi Task Force on India@75 and the members of the Task Force for their support and cooperation in carving out the vision for a prosperous and fast developing National Capital of India.

## 1 Introduction

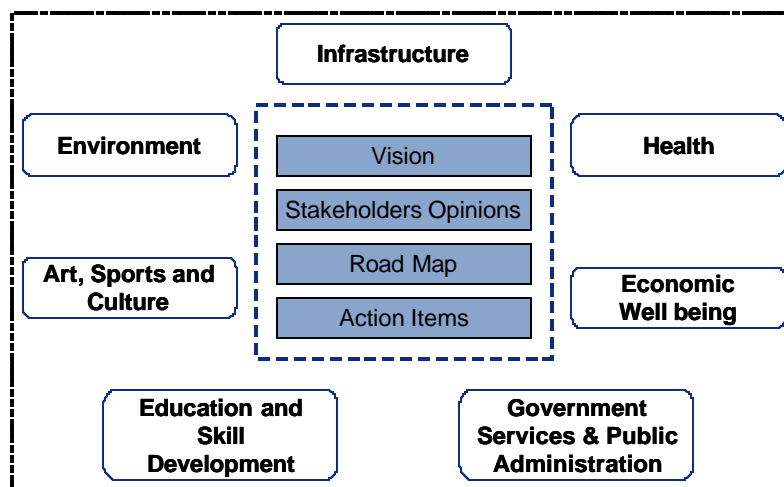
Delhi is the political capital of India but it can also rightly claim to be the cultural embodiment of both historical as well as modern India. Through the centuries, it has had rulers, who came from different parts of the world, but all made Delhi their home. In last two decades, this has been the fastest growing city in the country but can still probably boast of being among those having the best infrastructure and trappings of modernity.

Besides being the center stage of Indian politics, Delhi is a major cultural and commercial center and has a cosmopolitan outlook. It is continuously transforming due to the migration of people from across the country, rapid development, urbanisation, coupled with the relatively high average income of its population. Delhi state houses people from all linguistic backgrounds and there has been a general acceptance of this cultural diversity.

The manufacturing sector has grown considerably and many consumer goods companies have established units, with headquarters in and around Delhi. The state is also India's largest and one of the fastest growing retail hubs. Its key service industries include information technology, telecommunications, hospitality, banking, media and tourism.

## 2 Executive Summary

The Delhi@75 Vision 2022 document attempts to articulate the vision, strategic direction and road map of key sectors. Seven sectors that form the backbone of Delhi State and impact every resident were identified for the study.



The study was a combination of primary and secondary research. During the study, KPMG met various stakeholders across sectors. Their opinions were sought and collated on different aspects such as current status of services, main strengths, weaknesses and improvement areas. The scorecards on “as-is” scenarios were prepared based on the secondary research. The consultations with stakeholders assisted in articulating the vision statements and to formulate “to be” scenarios for all sectors. Suggestions were also sought on implementation issues to detail out the road map and action steps.

The vision for Delhi@75 vis-à-vis the sectors identified include-

- **Infrastructure:** Improvement in roads, public transportation, and housing for all. Key suggestions include developing and procuring power from alternate energy sources, reforms to lower production, transmission and distribution losses.
- **Health:** Improvement in health infrastructure and medical facilities, with affordability for all social classes. Increase in awareness and improvement in infrastructure quality are the key components of the road map.
- **Education and Skill Development:** Setting up more educational and skill development institutions providing affordable education has emerged as the clear need after consultations with various stakeholders. Improvement in quality and awareness about education are the main components of the road map.

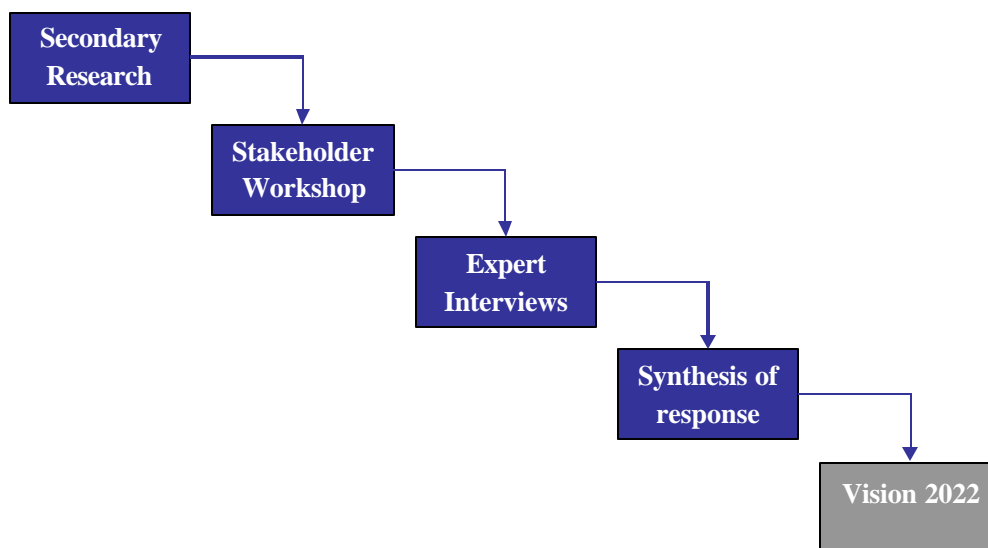
- **Government Services and Public Administration:** Corruption free and accountable government/public servants. Improvement in awareness about rights and duties including Right to Information (RTI) Act is the key suggestion and action step.
- **Environment:** The vision is to have a ‘Cleaner and Greener Delhi’. Various measures to control pollution were emphasized by the stakeholders.
- **Arts, Sports and Culture:** Improvement in infrastructure and promoting talent is the key component. The main suggestions are to increase funding, manpower, and active encouragement at the school level.
- **Economic Well-being:** Increase in per capita income and standard of living has been envisioned. Setting out rules and regulations to reduce entry barriers for new firms and providing improved infrastructure is seen as the key step in this direction.

It is envisaged that a well-articulated vision, active engagement of all stakeholders and timely implementation of the road map would further strengthen Delhi’s standing as one of the leading cultural and commercial centers in India as well as globally.



### 3 Approach and Methodology

The vision document was developed over a course of multiple phases.



The first step involved basic research about the state’s current socio- economic indicators. This was to act as base for future development planning.

Subsequently, four workshops were conducted across Delhi involving a wide cross section of society to capture their aspirations for the developmental agenda of the state. The workshops were attended by 270 participants, comprising a mix of industry, traders, factory workers, academia, NGOs, management students, housewives and operational staff like security guards and telephone operators. These forums brought out the emotional aspirations of various stakeholders for the future of the state.

Further, several personal interviews and interactive sessions were conducted with visionaries and thought leaders, luminaries, sector experts, business leaders and researchers. A total of ten personal interviews were conducted. Finally, all the task force members and facilitators came together and synthesized the aspirations of all the stakeholders. These outputs have been incorporated in this document.

## 4 Infrastructure

### 4.1 Vision

Delhi should have new and improved roads and public transportation facilities. There should be housing for all its residents, and no shortage of electricity by 2022. Growth should be inclusive and no section of society should be deprived of the fruits of development.

### 4.2 What people have to say?

“Metro tickets should be made more affordable”

“Increase the number of DTC buses and they should carry only a fixed number of passengers”

“Traffic jams and roads accidents have to come down”

“Repairs and maintenance of all roads should be carried out every three months”

“There should be no electricity cuts in Delhi by 2022”

“Growth should not exclude any section of society”

### 4.3 Performance Metrics

The following matrix gives an idea about the “as-is” and “to be” scorecards for infrastructure sector in Delhi. The vision has been born out of statistical projections and the interpretations of the aspirations of the people interviewed.

Statistics	Units	2001	Current	Vision 2022
State budgetary allocated towards transport sector	Rs. crore	346	1403	2800
Roads	km per 100 sq km	1922	2100	2500
Passengers carried by DTC buses	million		944	3000
Total transport needs served by public transportation	Percentage		60	90
Power Shortage	MW		685	0
Number of households in slums (declared slums)		2474	1500	0

Source: Statistical and other government websites

The following table gives an idea about the scale of change expected based on Vision 2022 and thus reflecting the seriousness of the issue.

Statistics	Scale
State budgetary allocated towards transport sector	2 times
Roads	1.2 times
Passengers carried by DTC buses	3 times
Total transport needs served by public transportation	1.5 times
Power Shortage	7 times
Number of households in slums (declared slums)	-

#### 4.4 Action Points

- ❖ Transport facilities remain a major public grievance in Delhi and hence government needs to substantially increase spending towards the same. This should be coupled with requisite policies and regulation so as to ensure judicious and effective money distribution.
- ❖ New public transportation facilities need to be developed to augment the current inadequacy. Private vehicles constitute 94% of the total road traffic. Higher dependency on private vehicles is due to the inadequate and poorly managed public transportation system. Currently, DTC has a fleet load of 199 per km/bus/day and even the Metro ferries a high of 70,000 passengers per day. Therefore, in order to facilitate people to move to public transport facilities and as well as meet the burgeoning demand, the state should develop a close network of high capacity multi modal transportation facilities which allows fast movement of traffic. New transportation facilities should include high capacity buses, wider network of Metros etc.

Development of road length area. Even though the road length per 100 sq. km in Delhi at 1922.32 km is much higher when compared to the national average of 74.73, it is still not

sufficient and road congestion is the norm. The urgent need is for increase but keeping in mind the constraint of land available, road length can only be increased by way of flyovers, underpasses etc. Planning for transportation facilities needs to be done in a unified manner and in coordination with adjoining NCR areas.

- ❖ State government should explore the options of developing and procuring power from alternate energy sources to meet the shortage. Also, incentives need to be given for generation of power from renewable sources like solar energy or to institutions taking initiative for saving electricity. Subsequently measures need to be undertaken to ensure lower production, transmission and distribution losses.
- ❖ Providing housing for all will remain one of the biggest challenges for the state government due to high numbers coming into Delhi from nearby states. As a first step, government should make the Delhi border less porous. It is estimated that around 20% of Delhi's population lives in slums. Of these, more than 80% are estimated to be residing in semi-pucca or kutchha structures, with most of these slums not having facilities for latrines or underground sewerage.
- ❖ The immediate need is therefore, increasing housing for low income groups through active participation of the private sector.
- ❖ Universal design for disabled people / senior citizens in the all upcoming buildings / complexes / tourist places should be encouraged.

## 5 Health

### 5.1 Vision

Delhi should have better and affordable health infrastructure and medical facilities. This should be accompanied by increased health awareness amongst common people.

### 5.2 What people have to say?

“Primary health provisions for all”

“Improved facilities in government hospitals”

“Treatment facilities should be made more affordable”

“Improved sex ratio”

“Hygiene and fitness should be a priority for all people including ones living in villages/slums”

“Delhi should have world class health infrastructure”

“Stop supply of duplicate medicine”

### 5.3 Performance Metrics

The following matrix gives an idea about the “as-is” and “to be” scorecards for health sector in Delhi. The vision has been born out of statistical projections and the interpretations of the aspirations of the people interviewed.

Statistics	Units	2001	Current	Vision 2022
Hospital bed to population ratio	per thousand	1.01	2.04	4
Number of doctors	per thousand of population	0.19	0.2	2
Infant mortality rate	per thousand of population	29	37	10
Sex Ratio		821		940
Health awareness workshop/ programmes	per year	76		1000
Number of government medical institutions			125	200
State Expenditure on health	Rs.(crore)		975.5	15000

Source: Statistical and other government websites

The following table gives an idea about the scale of change expected based on Vision 2022 and also reflects the seriousness of the issue.

Statistics	Scale
Hospital bed to population ratio	2 times
Number of doctors	10 times
Infant Mortality rate	3.7 times
Sex Ratio	1.14 times
Health awareness workshops and programmes	13.16 times
Number of government medical institutions	1.6 times
State expenditure on health	15 times

## 5.4 Action Points

- ❖ Increase in awareness about basic health and nutrition.
  - Schools should have a mandatory course on health and nutrition from class VIth onwards.
  - Government should conduct health awareness programs and campaigns on a regular basis in all rural and urban areas to disperse information about health, nutrition and importance of donating blood, organs, etc.
- ❖ Development of new infrastructure.
  - The 33,278 beds presently in 736 medical institutions is far below the demand, causing overcrowding due to heavy patient load. About 1/3rd of patients in all major hospitals are from neighbouring states adding to the patient load. These health services need to be extended on an urgent basis.
- ❖ Improvement in quality and quantity of government hospitals.
  - Out of 736 medical institutions in Delhi, a mere 125 are owned by government while the rest 611 are private. As a result, people are forced to go for the more expensive alternative. As for the quality of treatment at government hospitals, it is usually perceived to be of inferior quality when compared to private institutions. Quality of

government hospitals should be monitored by frequent surveys and random checks of facilities provided and taking regular feedback from patients.

- ❖ Improvement in sex ratio and infant mortality rate.
  - Delhi has sex ratio of 821 which is much poorer as compared to an all India value of 933. Again, there is a huge disparity between average expenditure on immunization of boys and girls, which are 299 and 129 respectively. It reflects poor priority of health in females. A series of awareness campaigns and programs should be developed with the aim of improving the same. Also, all pregnant females should be registered and in the unfortunate case of death of a foetus, the cause should be registered. It will help in surveillance and keep a check on infant mortality rate.
- ❖ State should develop very strict regulation against people dealing with fake medicines.
- ❖ State should increase its spending on health sector. The increase in expenditure should be directed towards improvement of government health facilities. State should explore the possibility of getting into PPP to attract large private investments.

## 6 Education and Skill Development

### 6.1 Vision

Government should set up more educational and skill development institutions providing affordable education. Government institute should provide quality education.

### 6.2 What people have to say?

“There should be no major disparity in quality of education being imparted by government and private institutions”

“Education should be made more affordable”

“Number of professional colleges should increase”

“Educational facilities for all till graduation”

“Free and compulsory primary education for all”

### 6.3 Performance Metrics

The following matrix gives an idea about the “as-is” and “to be” scorecards for education sector in Delhi. The vision is the outcome of statistical projections and interpretation of the aspirations of the people interviewed.

Statistics	Units	2001	Current	Vision 2022
Schools			5063	6000
Total enrollment	Lakhs		34.3	60
Number of seats in medical colleges			560	3000
Literacy rate	percentage	82		90
Female Literacy rate	percentage	75		85
Teacher Pupil ratio			1:52	1:40
Primary school dropout	percentage		22	<10
Secondary school dropout	percentage		24	<15
Students enrolled in vocational courses in senior secondary level			9250	100000
Intake capacity of degree,			4986, 3725,	15000,



diploma, certificate level and post graduate institutions			14036 and 1215 respectively	10000, 45000 and 4000 respectively
Pass percentage for government run CBSE schools (XII)	percentage		82.71	95

Source: Statistical and other government websites

The following table gives an idea about the scale of change expected based on Vision 2022 and reflects the seriousness of the issue.

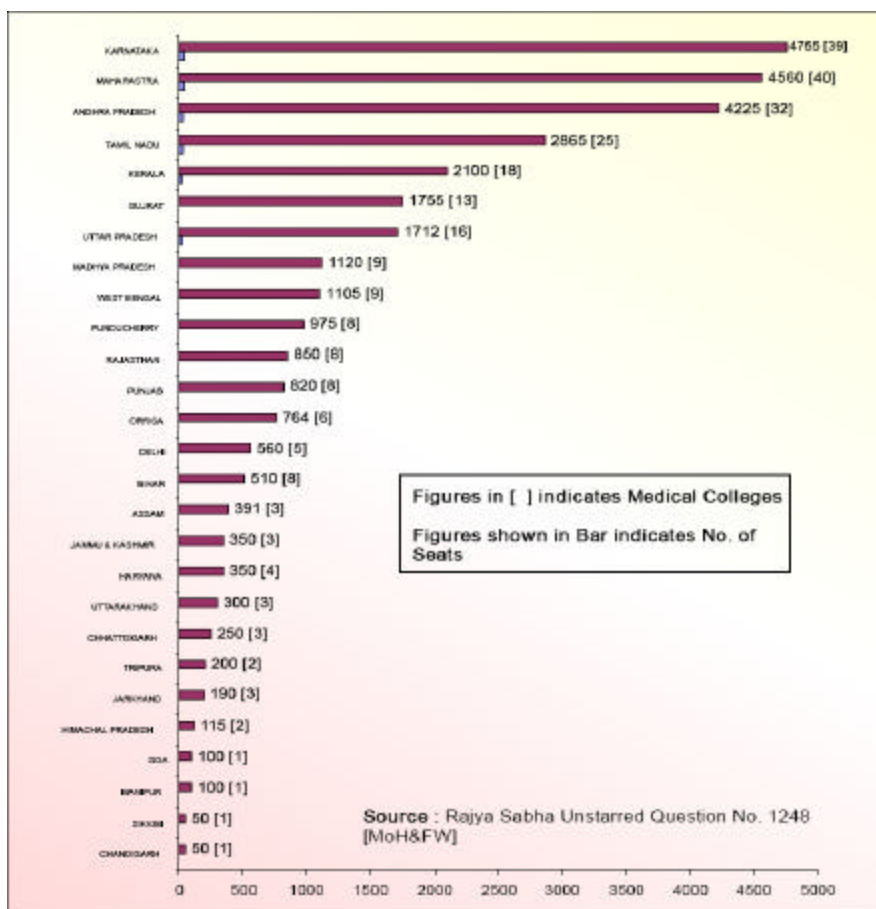
Statistics	Scale
Schools	1.2 times
Total enrollment	2 times
Number of seats in medical colleges	6 times
Literacy rate	1.1 times
Female literacy rate	1.13 times
Teacher – pupil ratio	1.3 times
Primary school dropout	2.2 times
Secondary school dropout	1.6 times
Students enrolled in vocational courses in senior secondary level	10.8 times
Intake capacity of degree, diploma, certificate level and post graduate institutions	3 times
Pass percentage for government schools	1.15 times

## 6.4 Action Points

Education in the broadest sense of development is its most critical input, as it empowers people with skills and knowledge. Education strongly influences improvement in health, hygiene, demographic profile, productivity and practically all that is connected with the quality of life. It plays a major role in improving economic opportunities for people and enhancing their quality of life by building capabilities, enhancing skill levels and providing more productive employment.

The state spends around 1.61% to 1.85% of Gross State Domestic Product on education. In 2007-08, Rs. 842 crore was allocated to this in the total plan expenditure outlay. This amount has doubled compared to last year indicating the increasing priority of government towards this sector.

- ❖ Quality of education in government run schools and colleges to be improved. It is perceived that the quality of education imparted in these schools is not comparable with private schools. Higher dropout and low pass percentage further supports this argument.
  - One of the main reasons attributed for this is the inability to attract best faculty due to the low pay scales in government run institutes. Therefore, government should revise the pay scales and make them comparable with what is offered in the market.
  - Performance of these schools should be closely monitored through formation of overseeing board with representation from local committees/groups. This board should monitor the schools performance on a regular basis.
  - Course content and teaching methodology should be regularly updated and developed as per the needs of the market. This is especially true in case of vocational and other professional courses.
- ❖ Student intake capacity for graduate and above level in Delhi is still very limited when seen in the context of its population, e.g. number of medical seats here is only 560, which is very low when compared to other states.



- Apart from building new infrastructure, student intake capacity in existing institutes should also be improved by leveraging technology, conducting classes for students in different batches at different timings etc. Schools should explore the opportunity of pooling in resources and physical infrastructure whenever possible. Also, the same buildings should be used to run adult classes during evenings/ nights
- ❖ Increased awareness towards importance of education for all should remain a top priority for the state. Necessary campaigns and workshops should be held on a regular basis in all neighborhoods. Government schools should also provide requisite counseling to the parents on a regular basis. State should also arrange for incentives to encourage female literacy.

## 7 Government Services and Public Administration

### 7.1 Vision

Corruption free government / public servants who are held accountable for their work

### 7.2 What people have to say?

“Control corruption”

“Control VIP spending”

“Monitor performance of government servants”

“Make government services more attractive”

### 7.3 Performance Metrics

The following matrix gives an idea about the “as-is” and “to be” scorecards for government services and public administration in Delhi. The vision has been culled out of statistical projections and interpretation of the aspirations of the people interviewed.

Statistics	Units	2001	Current	Vision 2022
RTI Appeals			3557	20000

Source: Statistical and other government websites

The following table gives an idea about the scale of change expected based on Vision 2022 and reflects the seriousness of the issue.

Statistics	Scale
RTI Appeals	5.6 times

---

## 7.4 Action Points

The biggest concern with regards to government services and public administration was that of corruption. People attributed underdevelopment to the high level of corruption.

- ❖ Low awareness in public about rights and duties with respect to various government departments makes them vulnerable to corruption. Right to Information (RTI) is an important tool for public awareness and people should be encouraged to use it.
- ❖ To prevent public servants from abusing government money, it is essential that money spent on each government official should be made public each year
- ❖ Government servants should be made accountable for their performance through introduction of “performance linked pay” in public sector. This will act as an incentive for strong performers at the same time bring in healthy competition as seen in private sector
- ❖ Revise the pay offered to government servants and make the compensation market competitive

## 8 Environment

### 8.1 Vision

Cleaner and greener Delhi

### 8.2 What people have to say?

“Increase the area covered under forest”

“Check on pollution emitted from vehicles”

“Use of environment friendly fuels”

“Strict norms against deforestation and encourage afforestation”

“Make rainwater harvesting mandatory”

### 8.3 Performance Metrics

The following matrix gives an idea about the “as-is” and “to be” scorecards for environment sector in Delhi. The vision has been culled out of statistical projections and interpretation of the aspirations of the people interviewed.

Statistics	Units	2001	Current	Vision 2022
Total tree and forest cover	as a percentage of total geographical cover		20	30
Mean Respirable Particulate Matter (RSPM ) level	$\text{g/m}^3$	149	174	174
Carbon Monoxide Level	$\text{g/m}^3$	4183	2531	2000

Source: Statistical and other government websites

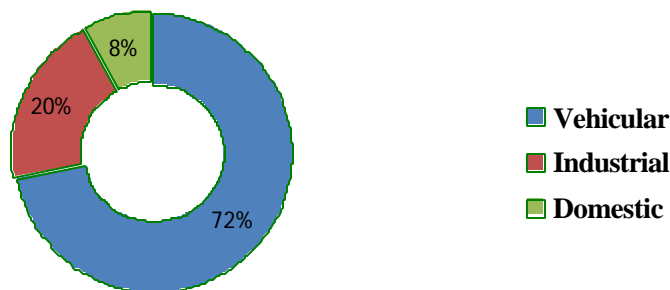
The following table gives an idea about the scale of change expected based on Vision 2022 and reflects the seriousness of the issue.

Statistics	Scale
Total tree and forest cover	1.5 times
Mean Respirable Particulate Matter (RSPM ) level	-
Carbon Monoxide Level	1.25 times

## 8.4 Action Points

Air pollution, as seen in 2000-01 was primarily from vehicular emissions and industries. Without the subsequent closing down of industries this percentage in current times would have become much larger. However, reducing vehicular emission is today the single largest challenge for the government.

**Air Pollution by sector of origin (2000-01-  
projected)**



- ❖ To control the ambient air quality, state government needs to develop measures for vehicular emission norms, fuel quality up-gradation and better maintenance of engines through all possible measures i.e. promotional, educational and enforcement.
- ❖ Simultaneously, government should take measures to promote transportation running on clean fuels like CNG, bio-fuels etc.
- ❖ An important step in controlling pollution is to educate people about its harmful effects from the very beginning. Schools should have a compulsory course on environment.
- ❖ All buildings – private or public - should mandatorily have facilities for rain water harvesting.

## 9 Arts, Sports and Culture

### 9.1 Vision

Delhi should evolve as the sports capital of the country, with global quality infrastructure to attract the best talent from all over the country. All citizens should be sensitized about Indian arts and culture.

### 9.2 What people have to say?

“Sports should to be made mandatory in all schools”

“Arts as a subject should be stressed upon in schools”

“Fair and transparent sports selection committee”

“Presence of more skilled coaches”

“Delhi should produce atleast 4 Olympic medalists”

### 9.3 Performance Metrics

The following matrix gives an idea about the “as-is” and “to be” scorecards for arts, sports and culture sector in Delhi. The vision is the outcome of statistical projections and interpretation of the aspirations of the people.

Statistics	Units	2001	Current	Vision 2022
State expenditure on sports and youth services	Rs. (crores)		48.4	1000
Candidates housed in Sports Authority of India centre		-	251	15000
Olympic medals from Delhi		0	0	4

Source: Statistical and other government websites

The following table gives an idea about the scale of change expected based on Vision 2022 and reflects the seriousness of the issue.

Statistics	Scale
State expenditure on sports and youth services	20 times
Candidates housed in Sports Authority of India centre	60 times



Olympic medal from Delhi	4 times
--------------------------	---------

## 9.4 Actions Steps

- ❖ Money spent on sports should be increased much higher if we intend to witness some serious changes.
- ❖ Even with a population of over 15 lakhs, Delhi has only two centers of Sports Authority of India housing a mere 250 candidates (as on March 2005). This is highly inadequate keeping in mind the demand.
- ❖ Besides providing additional infrastructure so as to house more candidates, the facilities provided should be world class. State should explore the option of new sponsorship to allow maintenance and upgradation of these institutes. Also, to improve the quality of training imparted, collaboration with foreign institutes and training centres should be sought.
- ❖ To secure the future of sports persons, corporate houses should be encouraged to employ some people on a sports quota every year.
- ❖ All schools should mandatorily have sports facilities for identified number of sports and students should be encouraged to take these up. Schools can also consider pooling in resources whenever possible.
- ❖ All schools should have mandatory courses on Indian Arts and Culture to sensitize its students.

## 10 Economic well- being for all

### 10.1 Vision

Delhi should become a model state for others to replicate. The per capita income of people living in Delhi should be amongst the highest in the world and number of people living below poverty line should drastically reduce.

### 10.2 What people have to say?

“Basic needs of all should be fulfilled”

“Per capita income should increase”

“People living below poverty line should reduce”

“More *Fortune 100* companies to set up offices in Delhi”

### 10.3 Performance Metrics

The following matrix gives an idea about the “as-is” and “to be” scorecards for economy in Delhi. The vision is the outcome of statistical projections and interpretation of the aspirations of the people.

Statistics	Units	2000-01	Current	Vision 2022
Gross State Domestic Product (GDSP) of Delhi at constant prices (1999-2000)	Rs (crores)	52,793	89,487	20,00,000
Per capita income at constant prices (1999-2000)	Rupees	24,450	50,565	1,50,000
People living below poverty line	lakhs	11.49	3.38	0.8

Source: Statistical and other government websites

The following table gives us an idea about the scale of change expected based on Vision 2022 and reflects the seriousness of the issue.

Statistics	Scale
Gross State Domestic Product (GDSP) of Delhi at constant prices (1999-2000)	2 times

Per capita income at constant prices (1999-2000)	3 times
People living below poverty line	4 times

## 10.4 Actions Steps

Analysis of sector wise growth in Gross State Domestic Product reveals that contribution of primary sector (comprising of agriculture, livestock, forestry, fishing, mining & quarrying) and the tertiary sector, also called the service sector (comprising of trade, hotels and restaurants, transport, storage, communication, financing & insurance, real estate, business services, public administration and other services) in the economy of Delhi is showing declining trend where as contribution of the secondary sector (comprising of manufacturing, electricity, gas, water supply and construction) is enhancing regularly. The contribution of primary sector which was 1.40% during 1999-00 has come down to 0.81% in 2006-07 at current prices. The contribution of secondary sector recorded at 18.32% in the base year has enhanced to 20.75% in 2006-07, on the other hand, contribution of tertiary sector worked out to 80.28% in 1999-00 has declined to 78.44% in 2006-07. The broad reasons for change in the sectoral composition of Delhi's economy may be attributed to rapid urbanization and consequential reduction in agricultural and allied activities on one hand, and substantial increase in activities pertaining to the secondary as well as services sector on the other. Regular monitoring of environmental degradation by different government agencies on the directives of the Supreme Court and subsequent closure of polluting industrial units has also resulted in the growth of secondary sector.

- ❖ With services sector being the only life line for its survival, Delhi should become a major hub for services sector and attract more companies including Fortune 100 companies. This can only be done by setting out rules and regulations to reduce entry barriers for these companies to set up offices in Delhi and at the same time provide necessary infrastructure.

---

## 11 Way Forward

This document has captured the key aspirations of the stakeholders and is apolitical in nature. It is to act as the first step in devising the development plan for the state.

This shared commitment of aspirations supported by creativity, innovation and entrepreneurship will be converted into state level agendas of CII. Detailed sector based studies will be carried out to devise strategy for individual goals and therefore work plan will be evolved.

The Delhi Task Force (which has already been identified) will subsequently help in formation of a core group at the state level. The core group will be primarily responsible for operationalising and translating the vision into reality by working in tandem with the state government. This group will be assisted by expert committees for different thematic areas and suggest on how the vision can be incorporated in the state plans of the state government.

The expert committee shall identify resources required to bridge the gap between ‘as-is’ and the ‘desired to-be’ state. The committee shall also evolve innovative solutions and new practices to reach the desired goals. The vision may evolve during the course of engagement

To ensure sustained momentum, the core group will require constant guidance of the state leaders, luminaries and experts.

Also, this exercise was carried out with the aim to create a movement about change. It will truly have a meaning if and only if there is involvement of community and people in the process.

As Gandhiji rightly said: “We must become the change that we want to see in others.”