



THE VISION OF THE BROAD PICTURE FOR GOA@60 (2022)

“Without Vision, the People Perish”

Preamble:

This 'Vision of the Broad Picture for Goa in 2022' takes its inspiration from Dr. C. K. Prahalad's, (CKP) note to the Prime Minister of India, titled [India@75: 'The Next Agenda'](#). A CII delegation along with CKP met the Hon., PM in 2007 and this initiative got the blessings of the PM. This note and the thoughts in Dr. C. K. Prahalad's lecture thereafter were the basis for CII (assisted by BCG) to undertake conduct of Workshops in 13 selected states of India. The aim is to prepare 'Vision Documents' to facilitate India's transformation to a 'Global Leader' by 2022'. Four workshops were conducted in Goa by a CII Task Force with assistance from BCG. A detailed 'Vision Document' along with an 'Approach Papers' also enclosed.

The purpose of this vision statement is to provide a statement of intent to guide us in broad terms the direction for taking the state forward into the 21st century. This vision does not intent to copy the development of any other state and transplant it into Goa but encourages the creation of a unique environment that is typical of Goan culture and lifestyle

Governance:

An efficient, transparent and accountable system of government guided by moral leadership, which while being sensitive to the needs of the people is able to make just decisions and policies for the benefit of the state, its people and which are consistent with the interest of the country as a whole.

Ensure there is a healthy law and order situation in the state with an independent judiciary and police.

Economic:

Provide an environment in the state which will encourage the development of industry and allied commerce (tourism, services, etc) by providing a framework of rules and regulations which are forward looking, consistent and fair on all stake holders (industry and the general public at large), as well as creating a mechanism that disputes and inconsistencies are heard and dispensed in a fair and speedy manner.

Considering the population of the state it would be the expedient to promote industry and commerce which could provide higher value addition i.e. Pharmaceuticals, technology, Defense, Research, Tourism and other services. Those that are energy consuming, polluting or labour intensive should be scrutinised in greater detail.

It is recognised that industry and commerce is the corner stone of any economy and that these cannot function in isolation without the active encouragement of the state. It is also acknowledged that with the present economic destabilization it may be necessary for an active intervention of the state to provide stability to industry as well as to protect employment.

Education:

Education at the primary and secondary should be made freely available and there should be policies to encourage the setting up of educational institutions for higher and technical education, and increased the graduation rate of residents. This is to ensure not only 100% literacy, but more importantly 100% employability of the residents of the state.

It is recognised that the state alone will not be able to provide for the education sector. So it is envisioned that active participation and support should be given to the Public Private partnerships.

Graduate and post graduate education including doctoral level studies have to be encouraged if Goa has to make it big as a research based state.

Environment:

Protection of the environment and ensuring the creation of green spaces for future generations and creation of suitable infrastructure for the disposal of sewerage, household waste and industrial waste, promotion of sustainable practices including rain water harvesting and renewable energy etc.

Social forestry and arboriculture has to be taken up seriously and we must become renowned for this.

Measures to combat global warming and prevention of air, water, sound pollution must be in place at the earliest for a better future in 2022 and beyond.

Social Justice:

Protection of the rights of the citizens and providing equal opportunity to all members of society.

Societal Goals/ Social Infrastructure:

Effective Policies for Empower of Women & Rights, respect and dignity of all citizens. Endeavour to keep as many 'Social Infrastructure Indicators' to be on top of the list of Indian States.

Providing Succors/Disaster Management:

All Civil & Military agencies must respond quickly in providing succors / disaster management in times of calamities.

Civil Military Liaison:

Ensure that it is at its best always.

'Good Vision – Planning & Execution' would lead to Economic prosperity. Economic Prosperity would lead to more investment & availability of resources and this would lead to a better Environment. Therefore 'Creation of Wealth' assumes great significance".



THE VISION OF THE BROAD PICTURE **“Without Vision, the People Perish”**

Arising out of the approach paper, the vision for the broad picture of what Goa's economy is that it continues to grow and keep Goa in the forefront of the highest per capita income earners in the country in an environment that is conducive to further economic growth that comes up to the best, by world standards.

Economic targets for all stakeholders in 2022

- a. Economic growth should be a sustained 13.5% till 2022.
- b. The GSDP stands today at 8.5 Lakh Crores. Sustained growth at 13.5% will take the figure to 95 Lakh Crores in 2021-22.
- c. The **average contribution** of each sector to the GSDP **from 1999 to 2007** is as follows:--
 - i. Primary Sector – sustain - 14%
 - ii. Secondary Sector - 41 %
 - iii. Tertiary - 45 %
- d. Average Growth rate of various sectors from 2000-01 to 2006-07
 - i. Primary Sector - 8.8% (Agriculture 1.11%)
 - ii. Secondary Sector - 18.6 % (Manufacturing 19.88%)
 - iii. Tertiary - 9.8 %
- e. An optimistic growth-rate @15%. This growth rate can be achieved with sustained Agriculture, higher growth of Service sector & other initiatives by Govt.
- f. In order to achieve 95 Lakh Crores GSDP in 2021-22, aim should be to grow @15% (120 Lakh Crores GSDP) & the resultant growth would be 13.5%
- g. The aim again should be to accelerate sectoral growth as follows:--
 - i. Primary Sector - 10%
 - ii. Secondary Sector - 22%
 - iii. Tertiary - 18%

- h. Per capita income at current prices in 2005 – 06 was Rs 79,387/- whereas per capita income at constant prices was Rs 55,030/-.
- i. Per capita income at current prices in 2021-22 should be Rs 120,000/- whereas per capita income at constant prices was Rs 80,000/-.
- j. Goa is to be transformed as a place to reckon wrt Hospitality & Knowledge Industry.
- k. Focus on Infrastructure
- l. Become an all-inclusive society but assimilate the populace with respect to Goan Heritage, Cultural & Social aspects.
- m. We should aim at literacy levels of 95 % for the general public and 90% for the downtrodden and SC, ST & OBC.
- n. To achieve the above,
 - i. Thinking ahead of the 'Hazards Of Continued Pollution', 'Global Warming', statutory laws should be passed earliest & 100% enforcement by 2012 and & a Green Policy would be the 'Hallmark' of Goa.
 - ii. Basic & higher Education, should the best in Asia and all Educational Institutions should switch to 'English Medium'; of instruction by 2012.

The Government and Governance Targets

- a. By the year 2022, the State must have at least 5 new townships and efforts made to decongest the existing 5 cities.
- b. We need a capital city of which we can be proud. The concept put forth by the Goa 2100 Team of Architects should be revisited.
- c. The Government of Goa must become an organisation, which is fully wired and communicates with its departments within the secretariat, District, Taluka, Panchayat level officials and the people by electronic means.
- d. The Goa Government Web Site should be the most visited site within the Union. In effect it must contain all information that the public needs on a day-to-day basis.

- e. The government proceedings should be totally transparent with web sites for each other subjects / departments.
- f. The government should completely get out of the business of running business including all hospitality ventures like residencies all over the State as it is today.
- g. Public Private Partnership (PPP) should reach its full potential with global players participation. Private sector should be allowed a free hand with all necessary controls and market forces should be allowed to dictate the tariffs.
- h. In 2012, when a large number of government employees retire, the government should endeavour to reduce its staff to a 50 % i.e., bringing down from 45,000 till 22500 employees. Substituting them with modern day available technology
- i. The merit system of promotion with higher wages incentives for government employees should be achieved by the set target date.
- j. Vigilance should be stepped up to ensure a very minuscule corruption level. Every device, be it managerial or technological should be used to improve the government-public interface.
- k. Laws must be passed for protection of citizens and tourists and strict enforcement must be ensured.
- l. Expenditure on Social Sector should reach the 50 % mark.
- m. Produce 1 Nobel Laureate.
- n. Get 1 Olympic Gold Medal for India

Industry

On the industrial front, the following could specifically be achieved by: -

- a. The main platform for the Goan economy over the next two decades should be the Tourism Industry and we must apply our minds of how to raise its "capacity" both in terms of growth of tourist numbers as well as by raising the level of the tourist profile and the expenditure avenues for such activities. There are several activities that can develop, which are tourist related such as:

- i. The transport sector and the cultural activities, as well as the diversification of tourism are some of these areas. Development of the film and other festivals are also tourist related. Development of cultural activities connected with tourism would make some un-remunerative activities profitable.
 - ii. Most important, is the development of the agricultural sector to support tourism and the local population. Growth of local vegetables and fruits could grow to an extent that they could be exported. This is an activity that needs the Government's focused attention. The Dairy industry is growing and needs support for Goa to become self-sufficient. The Fishing sector has reported dwindling catches. The fishing ban that includes the breeding season must be strictly implemented and studies undertaken to study the causes of the diminishing fish supplies. Poultry and meat activities must be encouraged. Diversification into kokum and other similar agricultural products appears to hold much promise. Horticulture can be developed not only to support tourism but also for export (instead of import, at present).
 - iii. Medical Tourism is an area that holds much promise and should be developed.
 - iv. For all the above, keeping Goa clean will be a challenge and some innovative idea must be thought of and make all residents of Goa, permanent residents & tourists to think green.
- b. Continuing the growth of the iron ore industry till its reserves are exhausted while making specific plans for employing the large no. of people employed in the industry currently. Some iron ore based industries on a small/medium scale would extend the activities of the State labour in this area.
 - c. For many reasons the 'Pharma Industry' has taken firm root in Goa. This must be supported and not allowed to move to other centers, which permit better the concessions. We should counter it with improved support infrastructure.
 - d. The IT revolution has passed Goa by. However Government has made a good start with the introduction of the unique 'Cyberage Scheme' and it is high time

that we make it possible for reputed IT Companies (not real estate developers) to invest in Goa.

- e. Any other employment intensive activity that would employ Goans (rather than increase immigration into Goa) should be encouraged.

Infrastructure

- a. Mass transportation system, to start with, should be in place between these 5 old and 3 new townships.
- b. Apart from a 6 lane North-South Expressway, the State government must ensure that the best road connectivity to the North-South Expressway from the hinterland is ready by then.
- c. The State must think in terms of having a Nuclear / Thermal Power Station to ensure adequate power for the State, its industries and should be able to sell power to the National Grid.
- d. The State must ensure that portable water is available for 3 times the population of Goa at that point of time.
- e. Currently the State must ensure that piped water (non-portable water) for irrigation purposes for about 40,000 hectares and more specifically for beautification of Goa is available in plenty.
- f. Water harvesting should reach its 100% potential by then.
- g. The need for Water protection and conservation has to be publicised and by 2022, all citizens must participate in this endeavour by educating schoolchildren upwards.
- h. The State must concentrate on use of alternative sources and renewable energy by all agencies including the public whenever possible.
- i. Making actual reductions in CO2 emissions through legislations and proper enforcement of rules & regulations thereof must be ensured for the entire State to adapt to climate change which will be the direct result of global warming.
- j. World Class Sports & Recreational Facilities must come up by 2022.

- k. Also Major Entertainment Centers, Convention Centers, Golf Courses, Oceanarium, Marinas on each of the 2 rivers must come up with the best world-class facilities.
- l. The road safety record of Goa must compare with the best of Asia / European standards; i.e., Street lights, patrolling of roads, a good traffic plan (with proper implementation), installation of traffic signals at important junctions.
- m. We should become a surplus State wrt Electricity & potable water supply.
- n. World-class building techniques should be the norm in Goa to reduce recurring wasteful expenditure.
- o. Law [rules thereof] must be passed for builders / owners of real estate that they must repaint and repair constructions at regular intervals so that old buildings do not look shabby and desolate.

Societal Goals

- a. Rights, respect and dignity of citizens must be ensured.
- b. 'Women Empowerment' should be attempted from now to ensure a very high level of success in achieving societal goals.
- c. People with disabilities should be able to visit all places in Goa without any difficulty and by 2022.
- d. Solution for Village centric problems: These are to be addressed in an efficient manner firstly by provision budgetary allocation over and above the present finances for specifically upgrading the basic necessities wrt cleanliness in the villages, Health Care, infrastructure like a roads, power and water, creation of good educational institution, recreational areas and maintenance of law and order on a war footing. The State must appoint a 'Link Officer' to the panchayat so that he could correlate with the 'State Authorities' directly and ensure through taluka and district agencies / officials that the upgradation is based on a plan and timely execution of projects in order to ensure quick redressal of grievances to start with and raise the satisfaction level of our village folk.

We should aim to achieve a utopian state of affairs and try to become a 'Model State' by 2022.

'Good Vision – Planning & Execution' would lead to Economic prosperity. Economic prosperity would lead to more investment & availability of resources and this would lead to a better Environment. Therefore 'Creation of Wealth' assumes great significance.



APPROACH PAPER TO A VISION DOCUMENT
FOR GOA@60 (2022) / INDIA@75 (2022)

“We are entering an era of consequences”
.....Sir Winston Churchill

Preamble: This approach paper for preparation of a 'Vision Document' takes its inspiration from a lecture given and the Background Paper written by Dr. C.K. Prahalad, (ranked No 1 Management Guru in the world), Professor at Paul & Ruth McCracken Distinguished University Professor, Ross School of Business, The University of Michigan on the subject India@75: '**The Next Agenda**'. The thoughts in Dr. C. K. Prahalad's lecture were a base for CII to undertake an "Aspirational Role" and facilitate India's transformation to a global leader by 2022.

CKP's Principles & Theories:

To start to pen an 'Approach Paper' and then a 'Vision Document' it is necessary to understand CKP's Principles & Theories. His basic premise starts with the fact that we need to have a vision based on Economic Strength, Technological Viability and Moral Leadership.

Thereafter he states that there are 3 principles which one has to understand before proceeding further. Principal No 1 state that he had to consider people's Aspirations and the Resources and that those resources would never be able to match the people's aspirations.

Some examples of Aspirations he has given for India are as follows:--

- Largest pool of trained manpower
- 30 of Fortune 100 firms
- 10% of global trade (20%; 0.5%; 1.5%)
- 10 Nobel Prize winners, 20 Gold Medals in Olympics
- Moral Voice for the world
- Renewal of Agriculture

What CKP has advised is that wrt Aspirations, "We Change the Game & Leverage our Resources". Some examples

Principle No 2 which is that we must 'Extrapolate Budgeting Orientation' and Fold the future with 'Innovation Orientation'.

He goes on to state Principal No 3 wherein he advises that we concentrate on Next Practices and amplify weak signals and to think differently about 'Here & Now' and that 'Well Known Practices' and 'Best Practices' will not do.

He added that all 3 principles are based on developing distinct point of view about opportunities. Discussion on India's Potential vis-a-vis reality automatically leads to the Emerging Issues of which abject poverty assumes great importance and he thereafter explains 'Paradox of Rapid Development' and that rapid movement of people from abject poverty and current increasing income inequalities leads to 'Social Tension'. Therefore after a discussion on Measures of Iniquity & Inclusive Growth he states that the choice for rapid moment away from abject poverty leads to 2 ways namely 'Redistribution of Wealth' and Wealth Creation'.

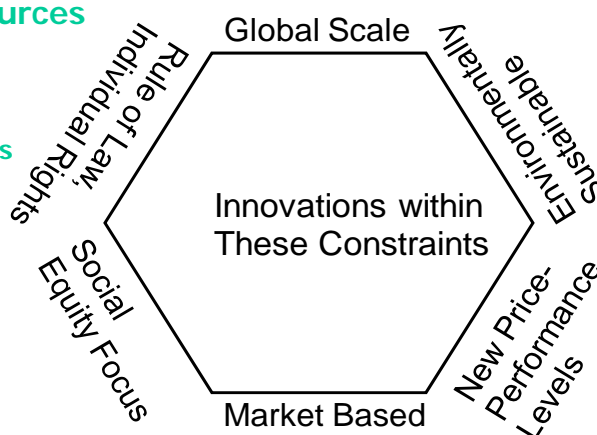
In addition he has this 'Sandbox Theory' in which one cannot contradict the other; for example development cannot be at the cost of environment and so on. This sandbox reproduced below for ease of understanding:--

The Principle – A Sample

Aspirations > Resources

Fold the Future In

Focus on Next Practices



To quote Dr. C. K. Prahalad "Our accomplishments are in the past. Leadership, however, is about the future and it is about change. Leadership is about hope". Therefore the first question arises is what is Goa going to do about its leadership – Political, Societal, Entrepreneurial etc.

He states further that this demands that India must acquire enough economic strength, technological vitality and moral leadership." If India has to have all the above, Goa and all other States in the union must have the same. With respect to moral leadership he states" Leadership is all about morality which is an integral part of leadership".

In a democracy, the leadership in the political circles is the first concern and therefore is the first item on the agenda is for all political parties to take note is that they have to develop future leadership; put forward candidates who are intelligent, trustworthy, hard-working, responsive the peoples needs, honest to the core and be beyond reproach. The sentence does not mention basic education deliberately but perhaps this would be added when Goa is 60 in spite of having the second highest literacy rate in the country at this juncture.

Elitist values should be shed and acknowledge the fact that we have to recognise people with less education but with tremendous 'Leadership Qualities & Rustic Intelligence', and that they have a place in the sun and very high leadership positions in the democratic society like ours already. When Goa has 100% literacy rate, we could perhaps add one or two more words ' highly educated' perhaps to the above sentence.

However Dr. Prahalad states that "If India fails in its educational mission, the rest of my vision for India cannot be realised." Thus Education should be our prime concern - the standard of which must be high.

He adds, "The impact of rapid growth - consumption and production- on ecosystems around the world, just not in India is critical for us to understand. Ecological damage does not respect borders. We can consider the role of ecosystems as two fold - provision of food and water. Call it provisioning. Secondly, how do we regulate and protect these natural capital or natural resources?" Ours is a small State and we have to be twice as careful.

What kind of Goa do we want in 2022?

To support a society where the pressure to make a living does not crowd out having a life; where having more does not supplant being more.

Ability or disability, economic, racial or cultural backgrounds do not preclude individuals from contributing to and benefiting from a prosperous Goa.

Recently at a Urban Planning & Development talk, it was brought by an expert that Goa will continue to see a continuous migration from rural interiors to Urban locations

Dr. C. K. Prahalad has stated, "When people come to the cities, whether small cities or big cities, their aspirations change dramatically. They look at the rich as a benchmark. They are exposed to more lifestyle information on billboards, television and other media. Their income may not change as rapidly as their aspirations change. Therefore, it is the lag between increasing aspirations and incomes that can fulfil those aspirations can lead to a significant increase in social unrest. I suggest a focus on 'Lifestyle Inequality', the primary source of social tensions. If we conceptualise the problem as not just income inequality, but lifestyle inequalities, then we may have a solution to the problem."

The Agriculture Sector's contribution will continue to decline and as the Agriculture sector does not yield sufficient profits, we will see a continuous migration from rural interiors to urban locations for job opportunities in our towns. Lifestyle inequality in Goa may not be marked but the fact remains that it will create urban social tensions.

Avoiding Common Obvious Pitfalls

In the 'Vision Planning Process', if the pillars of our culture and values we stand for come under assault and government policies have been contributing to the "ominous signs of decay" eroding the family, community values, we will be dangerously close to spelling an end of the charm or the USP Goa has created in the minds of a traveller/ tourist and we will lament but it will be too late.

We start with a vision of the society we want.

Therefore we have to examine all the aspects through the following lenses:--

- Does it advance the common good?
- Does it address the needs of women?
- Does it address the needs of children?
- Does it ensure continued quality of life and economic health?
- Does it make families more secure?
- Does it protect, enhance and restore the life support systems?
- Does it promote systems - Cultural, Institutional, Technological - that are resilient and capable of adapting to shocks in a more unpredictable world?

Basic Data

Some basic demographic facts are that in 2022 Goa's population would be around 1.85 million and the tourist population would hover around 3.25 million if all goes well. The crude may hit a record high of \$300 a barrel and cost of living may well be exorbitant. Thus the rest of this document would concentrate on this issue of "All Going Well in the Future".

As regards the definition of Goan Culture has been traditionally described as Indo-Iberian culture even in the 'Government Tourism Documents' where as Goan culture is described in various regions of India and various articles in magazines are different and be it this description or that of it being Indo-Iberian culture is disputed by many who assert that the majority community do not have same culture. Thus the time has come where we need to crystal gaze about what kind of culture, (which is involving all the time) and culture and ethos we might develop into at a future date say 2022 as a collective group of people.

In the past, Goa was essentially an 'Agrarian Economy'. However, now agricultural growth has been negative and the State's economic well-being has been primarily the result of secondary & tertiary sector growth and from the iron ore mining industry and also largely the Tourism Industry. A third sub-sector, which has bailed out Goa has been the Pharmaceutical industry.

The largest single contributor to the State exchequer is an odd large scale Industries in Goa. The continued contribution of large scale Industries must be studied and ensured as this will ensure development of ancillary industries too.

The small and medium scale manufacturing industries have also been a strong support to the broad basing of the economic growth and also supporting the main industries in Goa. These industries have also been the principal employers for the Goan population after the Government, which has evolved as the principle employer. As in India, even Goa too, the main driver of the economy is the Manufacturing Sector (rate of Growth of the Manufacturing Sector is higher than that of tourism sector and not quantum of contribution to GSDP) and the Services Sector is a close second.

We know that Agriculture sector contributes 7% & of the remaining 93%, if Manufacturing Sector is 45% & if tourism sector is 48% and if the rate of Growth of Manufacturing Sector is higher than that tourism sector, it is bound to change the contribution equation. Manufacturing Sector's growth is not so much influenced directly by foreign factors where as tourism sector's growth is.

Recent Developments

Do Goans think green? The answer is affirmative and Goa being green is perhaps the reason that there are so many foreign & Indian settlers here in Goa. Additionally the question that arises is, are Goans environmentally conscious. The answer again is affirmative and there are 9 NGOs engaged in environmental activity alone, which measures nearly 1 per taluka as the only 11 talukas.

In addition to the above, the recent movement / unrest of the people against various developmental activities (RP2021, SEZs, MPT Development, Mega Housing Projects, Mining activities etc.), is a cause for concern but their demanding 'Creation of Infrastructure' first is understandable but there are different opinions on this. Notwithstanding these different opinions, any vision planner would have to take these factors into consideration in order to find a 'Way Forward'.

To be economically strong and if certain developmental activities are to be sacrificed for the sake of environment or any reason, new alternative developmental activities would have in the thought of now with care and consensus.

Other Major 'Issues'

- a. Garbage strewn all over Goa is surely the biggest cause for worry.
- b. On arrival in Goa, be it the bus Stop or Railway Station or Airport, the get up of the location & surrounding areas is very pedestrian. These have to be upgraded.
- c. The 'Hangers On' at these locations is another sight that a traveller can do well without.
- d. The next frightful experiences are the touts. Strict vigilance wrt harassment of taxi occupants has to be ensured.
- e. Then is an experience that makes a big hole in ones pocket- the local taxis. Legislation on fares & metering of taxis is a must.
- f. Hotel accommodation is expensive because of the Law of supply & Demand. More hotel rooms of all classes have to be added or we will lose to our competitors. We may price ourselves out of the market.
- g. Village centric problems: there are many problems, which the 275 villages face in Goa. They range from basic cleanliness in the villages, Health Care, infrastructure like a roads, power and water, lack of good educational institution, recreational areas and maintenance of law and order.

Key Societal Goals:

We need " Good Laws [rules & regulations thereof], good & transparent governance, good implementation rules & regulations which should lead to low cost of living, peace & tranquillity, good law & order situation, high employment opportunities, good educational policies, high standard of education, good communications, excellent infrastructure, and quick dispensation of justice etc.

For the above to happen we need a government that: --

- Is politically stable.
- Is adept good general governance.

- Ensures continuity of Government policies.
- Is responsive to the needs of the people.
- Has positive control over Law & Order Situation.
- Endeavours to keep 'Social Infrastructure Indicators' to be on top of the list of Indian States.
- Gives top priority to 'Education'.
- Has control over 'Bureaucracy & Red Tapism.'
- Is able to influence the law of supply & demand to keep price levels in check.
- Is able to control corruption.
- Is able to foresee fiscal problems.
- Assists the Judiciary to ensure quick dispensation of justice.
- Ensures rapid economic growth with high income mobility and lower income inequality.
- Levies just taxes.
- Formulates of policies with advice from professionals and not because of political expediency.
- Is conscious effort by the State to create 'Employment' through every available legal means except overstaffing of government machinery?
- Aims to improve 'Infrastructure' based on a Long Term Vision & a Plan.
- Strikes the right balance to preserve the environment & development of industry.
- Ensures passing of effective Policies for 'Empowerment Women'.
- Develops a Quick Response System' for providing succours / disaster management in times of calamities.
- Constantly renews its efforts at a Good Civil - Military liaison situation.

Acceptability for the below to be sought from all stakeholders

- a. What rate the economic growth should we as a collective group of people in Goa achieve by 2022?
- b. What should be the growth each sector?
- c. What should be the per capita income of our people at the time?

Note: *A detailed analysis on a PPT Presentation is attached and based on the past performance, the GSDP Growth Rate, Sectoral Growth Rate & per Capita Income projections for the year 2022 along with a SWOT Analysis has been projected by the Economist of the CII WR.*

- d. Do we want to be people to reckon with respect to certain trades?
- e. Apart from all the above, do we want to create a special type of brand value for ourselves; if so what would that be?
- f. What kind of Infrastructure would we need to start building now to get there?
- g. What kind of society do we want to have at that point of time with respect to Heritage, Cultural & Social aspects? An all-inclusive society or a closed society?
- h. What should the literacy levels be (amongst the general public and particularly the downtrodden - SC, ST & OBC.)?
- i. To achieve the above,
 - i) Shouldn't we think ahead of the hazards of continued pollution, global warming & therefore think green?
 - ii) Keeping the above in mind, shouldn't we think of what kind of development (for basic & higher Education, communication etc), we would need?
 - iii) Do we aim at a utopian state of affairs and try to become a 'Model State'?

If we aim high, we get somewhere of which we can be proud.