



## **Punjab Vision 2022**

**Revitalizing Growth through wider horizons**



**Confederation of Indian Industry**

**Report developed by**



## From the Desk of Chairman, CII Punjab State Council



Punjab is known for the enterprising spirit and toil of its people which transforms every potential opportunity into a success story. Blessed by nature and the dynamism of its people, Punjab is the land of rivers, fertile soil and steady achievement.

It is because of these strengths, Punjab, besides earning the epithet "Granary of India" has done remarkably well in sectors across the spectrum such as Industry, Health, Education, Sports, Arts, Literature and Culture.

In spite of being much better off, as compared to many other parts of our country, today the people of the state feel, the momentum of growth witnessed in the 60s and 70s has somehow withered away. And the great desire today is to revive that momentum.

When Prof C K Prahalad envisioned India@75, my first instinct was "Yes", this is what Punjab also needs to do. The key aspects of this exercise which impressed me were its democratic nature and sheer optimism which exhorts a common citizen to aspire, innovate and envision about his society, state and country. During this exercise, the expectations, aspirations and vision of around 400 people from diverse backgrounds ranging from politicians to students, bureaucrats to academia, and civil society leaders to the common man as also farmers and villagers were captured.

This exercise has actually conveyed the fact that people might belong to different background in terms of their economic and social standing but their aspirations and dreams for the state and country are common. CII will engage with society and leadership to turn these aspirations into reality.

I would like to thank Prof C K Prahalad for being an inspiration to us and exhorting us to work towards realizing our dreams. My special gratitude for Punjab@75 Task Force members led by my colleagues, Mr. Gunbir Singh and Late Dr Shivinder Sandhu. Special thanks to our partner Birla Institute of Management Technology (BIMTECH), the team of Dr Rahul Singh, Dr Jagdish Shettigar and Mr Harvinder Singh, for their support in putting together this Report. The vision and support provided to this exciting exercise by CII membership, eminent academicians, bureaucrats and civil society deserve our special compliments.

**J R Singal**  
Chairman, CII Punjab State Council

## From the Desk of Task Force Chair



After Independence, in spite of the pressures of war, internal strife and other obstacles, socio economic development of Punjab has progressed at a fairly decent pace and its people have been able to carve a niche for themselves in the world.

However, in spite of growth in sectors such as agriculture, industry and social development in the past few decades, there is a general sense that what Punjab needs at this juncture is a ground swell movement which can actually make our leadership focus on what people aspire and dream for our state and country.

The outcome and findings of six workshops and 19 one to one interactions, has brought forward common concerns, aspirations and expectations from the state. All want well developed infrastructure and civic amenities, transparent, effective and responsible governance, sustainable economic development, agricultural independence and food security, high quality of education with better access and better quality of life, peaceful and secured society.

The time has now come for us to collectively work for change and inclusive development.

Taking forward the Punjab @75 agenda in the state, we, in CII, aim to involve society and the leadership to work in a cohesive manner by synergizing the strengths and competencies in key areas identified to implement the plans in a phased and time bound manner.

I would like to express my special thanks for our State Chairman, Mr J R Singal, members of Punjab @75 Task Force for their unstinted support in this endeavour.

**Gunbir Singh**

Vice Chairman, CII Punjab State Council &  
Chairman, Punjab@75 Task Force

## Table of Contents

	<b>Page No.</b>
<b>EXECUTIVE SUMMARY</b> .....	<b>4</b>
<b>1 INTRODUCTION</b> .....	<b>9</b>
1.1 Scope and Coverage .....	9
1.2 Approach to the Study .....	10
<b>2 OVERVIEW OF PUNJAB</b> .....	<b>11</b>
2.1 Geographical Notes .....	13
2.3 Key Sectors of the State Economy .....	14
<b>3 ASPIRATIONS OF THE PEOPLE</b> .....	<b>17</b>
3.1 Health .....	17
3.2 Education & Skill Development .....	18
3.3 Agriculture Revitalization .....	20
3.4 Business .....	21
3.5 Environment .....	22
3.6 Administration & Governance .....	24
3.7 Infrastructure .....	25
3.8 Science & Technology .....	25
3.9 Arts, Sports & Literature .....	26
3.10 World Class Innovations .....	27
3.11 Moral Leadership .....	28
3.12 Economic Well-being for all .....	28
<b>4 VISION 2022 AND ACTION AGENDA FOR PUNJAB</b> .....	<b>30</b>
<b>5 EXECUTION PLAN</b> .....	<b>30</b>
<b>6 ANNEXURES</b> .....	<b>42</b>

## EXECUTIVE SUMMARY

This report is an attempt to gauge aspirations of the people of Punjab in terms of 12 defined themes that contribute to a decent existence. These were refined into a set of aspirational elements, metrics and challenges likely to be faced while fulfilling these aspirations. Punjab: Vision 2022 comprises a set of vision elements, each of which presents an opportunity as well as challenge for the people and the administration to perform, improve and excel. This document is different because it is a ‘problem solving’ document based on ‘bottom-up approach’ rather than being prescriptive based on ‘Top-down approach’. The vision document ends with an execution plan that would ensure effective achievement of vision 2022.

The study explored primary as well as secondary sources to develop a holistic understanding of the scenario. Primary data emanated from a series of 6 workshops covering 342 people from all walks of life and 19 personal interviews with eminent personalities of Punjab. The responses were collated to form a set of themes, details of which are as follows:

### ASPIRATION OF THE PEOPLE

**Health:** There is a need to adopt a holistic approach to the issue of healthcare management by considering curative as well as preventive aspects. Dominant aspirations were promoting robust preventive healthcare interventions, developing an effective curative healthcare network and ensuring people’s participation by launching broad-based public awareness programmes.

**Education & Skill Development:** It is important to build a solid foundation for the society and the economy through education by fulfilling aspirations

like universal coverage, ensuring quality, enabling the system by providing excellent infrastructure, revamping the curricula so that education remains relevant as per industry requirements. And finally to keep in mind that development without values would be useless. Hence, education must take the onus of providing direction to the young generation.

**Agricultural Revitalization:** Euphoria over success of the green revolution has died down. Pressing concerns posed by agricultural practices require radical solutions. . Some of these are: Enabling agriculture through technology for more efficiency, efficient management of inputs, allocating resources sensibly, diversifying agricultural output, besides active policy and infrastructure support from government at the central and state level.

**Business:** Dwindling fortunes of industry in Punjab may be rekindled through following measures: encouraging small and medium industries rather than large industrial units, focus of business should be international rather than local, industrial growth should be balanced, business needs to be supported in terms of policy framework, availability of finance and infrastructure.

**Environment:** Environment is a major concern and aspirations of people on this are: Model of development must be sustainable, damage that has already been done must be undone, there is an urgent need to promote changes in the Punjabi lifestyle, urban planning needs to be taken more seriously and the regulatory framework must be updated, effective and participatory.

**Administration & Governance:** Present state of affairs is highly dissatisfactory and unacceptable. People want a corruption free state,

increased transparency, equality, impartiality and rule of law, efficient governance and accountable administration.

**Infrastructure & Urbanization:** Expectations include significant improvements like better connectivity, uninterrupted power for all and a model pattern of housing & urbanization by 2022 with no slums, planned colonies, green belts and excellent civic amenities.

**Science & Technology:** There is a general feeling that rather than confining it to laboratories, science and technology should reach masses and become a part of their everyday life. Aspirations of people on this are summarized as: S & T should touch every sector of economy and every walk of people's life, it must be affordable to all but while doing this it should not harm the environment. Newer advancements should rather, improve the health of environment.

**Arts, Sports & Literature:** It is a diverse theme focusing on three soft aspects of life. There is a feeling that if Punjabi youth is oriented towards any of these, it would help him be more focused. Major aspiration heads are: There is a need to change people's mindset so that they treat these at par with other careers, adequate infrastructure needs to be developed at the lowest level and training & coaching must be given a big boost. People feel that Punjabis have the natural capability to dominate at national and global level and they should occupy their rightful place in the field of arts, sports and literature.

**World Class Innovations:** Aspirations related to dissemination and intensification of innovation in Punjab are: People expect Punjab to contribute significantly in terms of innovation, excellent R & D infrastructure is needed, and efforts needed to take innovations to the grass-root level.

**Moral Leadership:** Root cause of most of the evils in Punjab is lack of moral leadership. When asked about this, responses were very focused: There must be basic minimum standards to qualify for public life, profile of people entering public life should continuously improve in terms of age, qualification, expertise and background, leaders and officers must be made personally accountable for their actions and working of political parties needs to be more transparent and democratic.

**Economic Well-being for all:** Fruit of development in the state must be shared by all. Aspirations were as follows: Rural development needs to be given a major thrust to bridge the urban – rural gap, welfare measures for masses to be taken up in a big way and entrepreneurship needs to be promoted through guidance and support.

## **VISION 2022 FOR PUNJAB**

Aspirations revealed under each theme by the respondents were categorized in to few broader ‘aspiration elements’. In all, there were 48. These were then condensed into a more generic set called ‘vision elements’. The document is more of a ‘Citizen’s Charter’ with the following vision elements:

1. **Assured Sustenance:** By the year 2022 Punjab should be in a position to assure long-term sustenance to its citizens and coming generations.
2. **Strengthened Foundations:** For moving ahead state needs to develop robust ethical and social foundations with the help of value-based education.



3. **Empowerment through Information:** It is expected that by the year 2022 the government would ensure complete transparency and efficiency with the help of E-governance.
4. **Growth Stimulation:** Government would assume the role of a facilitator and catalyst for economic growth and social well-being.
5. **Excellence in Governance:** People wish to see Punjab as the state where administrative decisions are governed by the doctrine of equity, impartiality and rule of law. This result-oriented system would be open to public scrutiny.
6. **Creation of Support structure:** Punjab would boast of world-class infrastructure in terms of a responsive network of healthcare units, quality educational institutions, excellent R & D, stadiums and playgrounds, , hi-tech options for farming, seamless connectivity, and abundant power.

## **Execution Plan**

For effective execution of vision plan, an execution plan must have basic prerequisites like involvement of community, cooperation of authorities, complete transparency and focus on achievement of vision elements.

For ensuring effective implementation of vision 2022, it is mandatory to involve the administration. Decision makers in core committee and task forces are a must. If needed, this arrangement may even be formalized through an executive order.

## **1.0 INTRODUCTION**

This document is a part of the nationwide exercise being conducted under CII aimed at taking forward Prof. C. K. Prahalad's vision of India@75. It is an attempt to create a shared vision for the whole nation. The present vision document for the state of Punjab would be a significant input, highlighting aspirations and visions of people of Punjab.

### **1.1 Scope & Coverage**

This report aims at:

1. Developing an insight into the present state of affairs in Punjab
2. Highlighting the key aspirations nurtured by people of Punjab.
3. Presenting a vision for the state for the year 2022.
4. Exploring the strategies to operationalize the vision into a reality through collaborative efforts.

For this purpose data was collected from all across Punjab from people representing diverse segments of population through a blend of techniques, apart from consulting secondary data available from different sources. The coverage includes:

1. Six towns of Punjab
2. 342 people from different walks of life.
3. 9 segments of population.
4. 19 prominent persons from the state.

Responses from people were gathered around the following 12 parameters:

1. Infrastructure and Urbanization (cities, towns and villages)

2. Health
3. Education and skill development (including primary, secondary, and higher)
4. Agricultural revitalization
5. Govt. services and public administration (including governance, law and order)
6. Science and technology
7. Businesses (global position, size, trade, innovation)
8. Economic well-being for all (Innovations for inclusive growth)
9. World-class innovations
10. Arts, Sports and Literature
11. Moral Leadership
12. Environment

## **1.2 Approach to Study**

The present study has the following components:

1. Secondary Data Analysis: to develop an understanding of where the state stands at present.
2. Personal interactions: to assess the aspirations of people so as to know where they wish to reach
  - 2 (i) One-to-one interactions: Personal interviews with people of prominence from different sections of society who are thought leaders, decision makers and opinion builders
  - 2 (ii) One-to-many interactions: Structured workshops conducted with a group of people (45-60 people in a group) to consolidate the feedback received from individuals from different walks of life into a shared aspiration and vision for the group over defined parameters.

## 2.0 OVERVIEW OF THE STATE

Punjab, located on the north-west, has been the defending arm of India. , enterprise symbolizes the spirit of Punjabi people. Post Green revolution, Punjab has earned the distinction of being the ‘Granary of India’.

### Basic Statistics

Parameter	Punjab
Area	50362 square Kilometer
Divisions	04
Districts	20
Towns	141
Cities	14
Inhabited Villages	12278
Population	243.59 Lakh
%age of rural population	66.08%
Density of Population	484 persons/sq. Km
Literacy	69.7%
Sex -ratio	876
Vidhan Sabha Seats	117
Lok Sabha Seats	13
Rajya Sabha Seats	7

Source: Statistical Abstracts of Punjab, 2006

On the economic front, Punjab is ranked 4<sup>th</sup> in terms of per capita income as compared to first, till a few year ago. Following the trend observed in Indian economy, contribution of primary sector to the economy of Punjab has also come down to 31.24% of Gross State Domestic Product and this is further declining.

### Economic Highlights

<b>GSDP at 1999-2000 prices</b>	<b>Rs. 85729.29 Crore</b>
<b>Growth rate of GSDP</b>	<b>5.54%</b>
<b>Per Capita Income at 1999-2000 prices</b>	<b>Rs. 28872</b>
<b>Fiscal deficit</b>	<b>Rs. 2653.97 Crore</b>
<b>Revenue deficit</b>	<b>Rs. 1240.25 Crore</b>
<b>Committed expenditure (% of revenue receipt)</b>	<b>77.99</b>
<b>Debt</b>	<b>Rs. 48838 Crore</b>

*Source: Statistical Abstracts of Punjab, 2006*

On the infrastructure front, Punjab is among the leading states in India. It boasts of the highest road density in India (105 Km of surfaced roads per 100 square Km) as against only 43 for India. It also has a very good rail network and a healthy per capita consumption of electricity.

### Infrastructure: Key Indices

<b>Road Network</b>	<b>51000 KM</b>
<b>Road Density</b>	<b>105 KM/100 Sq. KM</b>
<b>Rail Network</b>	<b>3726 KM</b>
<b>No. of Airports</b>	<b>2</b>
<b>Installed Power Capacity</b>	<b>4376 MW</b>
<b>Electricity generated</b>	<b>23817 million KWH</b>
<b>Per Capita Electricity Consumption</b>	<b>1437 KWH</b>

*Source: Compiled from different sources*

Fruits of economic development have put Punjab on a unique trajectory. But the development seems lop-sided with the benefits not percolating uniformly to all regions, segments or sections. Literacy, electrification and healthcare network place Punjab among leading states, but when it comes to sex-ratio, Punjab (876/1000) is the worst, except Haryana. However, Punjab has performed well in terms of human development by maintaining its second rank for the last two decades.

### Social Indicators

<b>Birth rate</b>	<b>17.8</b>
<b>Death Rate</b>	<b>6.8</b>
<b>Life Expectancy:</b>	
<b>(a) Male</b>	<b>69.8 Yr</b>
<b>(b) Female</b>	<b>72.0 Yr</b>
<b>Infant Mortality Rate</b>	<b>45</b>
<b>Maternal Mortality Rate</b>	<b>178</b>
<b>Malnutrition among children below 3 years of age</b>	<b>28.7%</b>
<b>No. of Hospitals</b>	<b>219</b>
<b>No. of Dispensaries</b>	<b>1454</b>
<b>Primary Health Centers</b>	<b>441</b>
<b>Population per doctor</b>	<b>1263</b>
<b>Beds/ '000 population</b>	<b>1</b>
<b>Universities/colleges</b>	<b>6/232</b>
<b>Higher/Senior Secondary Schools</b>	<b>4043</b>
<b>Middle Schools</b>	<b>2481</b>
<b>Primary Schools</b>	<b>13291</b>
<b>%age of villages electrified</b>	<b>100</b>
<b>%age of Households with electricity connection</b>	<b>87.3</b>
<b>Population below poverty line</b>	<b>5.20%</b>

*Source: Compiled from different sources*

## 2.1 Geographical Notes

Culturally, Punjab can be divided into three regions—Majha, Doaba and Malwa. Rivers mark the boundaries of these regions. Over time, each region has metamorphosed into distinct identities, separate in their physical environment, economic structure, social organization and cultural pattern.

## 2.2 Key Sectors of the State Economy

### Composition of Economy

Primary Sector	Secondary Sector	Tertiary Sector
Agriculture	Manufacturing	Trade, Hotels & Restaurants
Livestock	Electricity, gas & water supply	Transport, Storage & Communication
Forestry & Lumbering	Construction	Banking & Insurance
Fishing		Real Estate
Mining & Quarrying		Community & Personal services

Source: Statistical Abstracts of India, 2006

Punjab economy has been showing a tilt towards the Tertiary sector with its contribution to the GSDP rising continuously but in contrast with the Indian scenario, the rate of change hasn't been satisfactory. Till date Primary sector contributes a substantial 31.24% of the GSDP.

### Composition of the GSDP

Contribution of Primary Sector	31.24%
Contribution of Secondary Sector	24.78%
Contribution of Tertiary Sector	43.98%

Source: Statistical Abstracts of Punjab, 2006

## Key Sectors

Agriculture is the mainstay of the economy. Industry in Punjab took off very well after partition and it was a leading state. But there has been stagnation during last couple of decades.

## **1. Agriculture**

Agriculture is the most important driver, contributing 20.65% to Gross State Domestic Product, and around 39% of the working population is employed in this sector. Punjab is the leading contributor to the central pool of food grains. The State has already reached saturation level as almost 98.9% of cultivable land is under the plough. Consequently, the next step in this sector has to be diversification.

### ***Irrigation***

The State is being served by the excellent network of irrigation facilities with , 97.5% of the net area sown and 97.4 percent of gross area sown irrigated in 2006-07. Total number of tube wells in Punjab stands at 97, 0139. Though these have increased irrigation intensity, the State is facing a problem of declining water level.

### ***Consumption of Fertilizers***

One of the contributing factors to the astronomical growth in agricultural output is fertilizers and there has been a corresponding increase in consumption of fertilizers in Punjab, both in absolute as well as per hectare terms. Same has been the case with pesticides and other chemicals. These have increased output indeed, but the impact on health and ecology are serious.

## **2. Energy**

The main sources of power in the State all along have been hydro electric and thermal power. Three perennial rivers flowing through the State (Ravi, Beas & Satluj) are being exploited to generate electricity. For thermal power, the State has three power stations at Bathinda, Ropar and Lehra Mohabbat.



### **Electricity Availability**

<b>Source of electricity</b>	<b>Contribution (in million KWH)</b>
Hydroelectricity	8531
Thermal electricity	15434
Purchased from other power plants	13726
<b>TOTAL</b>	<b>37691</b>

*Source: Statistical Abstracts of Punjab*

### ***T & D Losses***

Transmission and distribution is an area where special focus is needed. As per estimates of Punjab State Electricity Board, transmission and distribution losses (Technical & Non Technical) were 25.07 % and 23.92 % during 2005-06 and 2006-07 respectively. There is vast scope to curb these losses.

### **3. Industry**

This sector contributed 14.49% (Q) of the Gross State Domestic Product for Punjab during 2006-07. Although Punjab is primarily an agrarian state, yet its future lies in the development of industry mainly through development of agro- based, service and knowledge based industries.

#### ***Large & Medium Scale Units***

There were 586 large and medium scale units during the year 2006-07, with a fixed investment of Rs. 25000 crore which provided employment to 2.31 lakh persons with a turnover of Rs. 37500 crore.

#### ***Small Scale units***

Industrial Scenario in Punjab is dominated by Small Scale Industrial units. Promotion of small scale industries has been regarded as an important element of the development strategy. During the year 2006-07, there were 205222 Small Scale Units with a fixed investment of Rs.5500 crore which generated employment to 9.64 lakh persons with a production value of Rs.35000 crore.

### 3.0 ASPIRATIONS OF THE PEOPLE

The vision development exercise involved a gigantic task of interacting with masses of Punjab and seeking their aspirations on each of the twelve parameters so as to develop a shared vision for the state of Punjab. These sets of aspirations are as follows:

#### 3.1 Health

It is felt that there is a need to adopt a holistic approach while tackling the issue of healthcare management. In past, curative aspects have been taken as synonymous with healthcare. This mindset and approach needs to be shed.

***Preventive Healthcare Interventions:*** The first step to making a healthier state by 2022 is through a robust preventive healthcare network that targets hygiene and sanitation, waste management, adequate nutrition and immunization. Once implemented successfully, it would cut down the need for subsequent costlier steps. Some participants even demanded basic civic amenities as fundamental rights for every citizen.

1. ***Curative Healthcare Network:*** Wider reach through primary health centers, dispensaries, and civil hospitals, specialty, multi-specialty and super-specialty hospitals was desired. Mobile hospitals, diagnostic centers may be used to augment the effectiveness and reach. Availability of qualified doctors and other medical staff is another issue. Drug de-addiction centers are expected to be a major element of this curative healthcare network, keeping in view the extent of drug menace in Punjab.

2. ***Institutional Support for Healthcare:*** The above two sets of aspirations would be a wishful thinking only, if not ably supported by the presence of medical and nursing institutions producing qualified healthcare professionals in adequate numbers. Another vital element of institutional support is financial support by government for setting up, operationalizing and maintaining the system. For making it affordable, there must be compulsory medical insurance for all citizens and government must subsidize for the underprivileged.
  
3. ***Public Awareness:*** For making the healthcare aspirations sustainable in the long run, it is mandatory to involve people by making them aware of various issues like early diagnosis of problems, family-planning methods, and healthy life-style. Social evils like drug abuse, female foeticide and gender bias should be the key targets for elimination through awareness. Punjab should be a bench-mark when it comes to achievements in terms of these indicators.

### **3.2 Education & Skill Development**

Changes aspired by respondents in education system are many and are categorized under the following five heads:

1. ***Universal Coverage:*** By the year 2022, it is aspired that education should reach every part of the state (urban as well as rural), to all sections of society (cutting across caste and gender divides) and must be affordable to all. Going beyond the tuition fee, books and stationary for the students should also be provided free of cost. Women's education should be given very high priority so as to empower them.

2. **Quality of Education:** People feel that years spent in school must be worth it. It means updated curriculum, dedicated teachers, healthy teacher-student ratio and a single board of education for all schools. Quality can be ensured by compulsory ratings of schools and colleges by independent bodies, appraisal of teachers by students and parents, monitoring of schools by community, non-diversion of teachers to other activities and continuous upgradation of faculty through development programmes and refresher courses.
3. **Educational Infrastructure:** There must be a school with a specified radius to ensure access to all. Each school should have adequate number of teachers, rooms, basic facilities, computers, science laboratory and a well-stocked library. There ought to be institutions of higher learning, like IIT and IIM in Punjab; and surely more than one for a state of Punjab's dimensions. Number of vocational training and certifying institutions needs to be increased substantially.
4. **Relevance of Education:** Education in Punjab needs to be more practice oriented. Curriculum should be corrected and updated regularly in consultation with industry and agri experts. Workshops, industrial visits and short-term trainings must enrich the curriculum. Special emphasis is needed for providing technical and professional education to enhance opportunities for a decent livelihood.
5. **Direction of Education:** Apart from making them employable and professionally successful, education should also aim at making them responsible citizens and good human beings. Value-based and character building content should be incorporated. Education should also impart civic sense, social etiquette, sense of equality and fraternity, conformance to law and environmental awareness. Education should reinforce the sense of pride and concern for history, culture and

heritage of Punjab. It should be mandatory to put in at least one year in community service or army.

### 3.3 Agricultural Revitalization

Agriculture, being the lifeline of Punjab, evoked myriad responses. Major aspirations are:

1. **Enabled by Technology:** Technology needs to be adopted in all spheres of agriculture like planning, sowing, harvesting, storage, distribution and management. It would reduce cost, increase output and free workforce for other work .
2. **Manage Inputs:** For reducing expenses as well as for saving environment, farmers must substantially decrease use of chemical fertilizers, pesticides, weedicides, herbicides etc. Organic farming needs to be promoted through awareness and incentives. Consumption of other inputs like water and power would also cut down cost. Apprehended decline in production may be tackled by using improved varieties of seeds.
3. **Sensible Throughput:** To reduce pressure of population on land, supplementary activities like dairy and poultry must be encouraged through cooperatives. Quality of farmers involved in agriculture needs to be improved through awareness campaigns, training programs and information dissemination.
4. **Diversified Output:** There is an urgent need to come out of wheat-paddy trap and diversify the agricultural output. It may be done through planning, incentives and marketing support. Crops may be produced keeping the global markets in mind and contract farming may be explored as a potent tool.

5. **Government Support:** During policy formulation, agriculture should be taken at par with industry; especially when it comes to development of agri-infrastructure. Minimum support price for commodities should be bench-marked internationally and should be declared well in advance. Role of intermediaries needs to be reduced while market information network needs to be expanded.

### 3.4 Business

Unlike in the 70s and 80s, Punjab no longer figures as a prominent industrial hub, though it has the potential. Aspirations of people regarding the business scenario by 2022 may be summarized under the following heads:

1. **Suitable Composition of Industry:** Keeping in view the state's characteristics and nature of its problems, a two-pronged approach must be adopted. As smaller projects increase employment substantially, small and medium industry needs to be encouraged and supported. Because these require lesser resources, smaller projects can trickle to the hinterland. However, the state also needs mega projects and Special Economic Zones for industrial resurgence. Agro-based industries need to be promoted along with cooperative sector. Service sector - IT, Tourism, Hospitality, Healthcare and education should be given special impetus.
2. **Balanced Development:** Special packages need to be announced for promoting industrial activity in border areas, backward areas and areas where soil is not conducive for agriculture. Effort should be made to eliminate any conflict between agriculture and industry.
3. **Focus of Business:** Businesses in Punjab need to widen their horizon beyond national boundaries. To make a beginning, special efforts must

be made to ensure seamless trading opportunities with neighboring countries in the Asia like Pakistan, Afghanistan and CIS countries.

4. Support **to Business**: Government should ensure quality infrastructure for industries in terms of power, connectivity and communication. Financial support by way of soft loans and subsidies is another need. Availability of manpower, by developing a network of world-class institutions is also needed. Support should also come by way of suitable policy enactments and eliminating red-tapism.
5. **Target oriented growth**: As a result of concerted, multi-pronged effort, rate of growth shall be far above the national average. Level of employment shall go up with the service sector seeing a major upswing.

### 3.5 Environment

There is complete unanimity in Punjab that time is rapidly slipping out on the environment front and urgent steps are needed to avert disaster. Pollution-free Punjab is what people want. They also realize that environmental degradation is not an off-shoot of industrialization and urbanization alone; every sector of the economy and society is contributing to it. There could be no way out without an integrated and collaborative effort. Major aspirations on this front are:

1. **Sustainable Development**: There is no dispute on the fact that the state has to move ahead, but the path chosen has to be sustainable. People aspire to check the depleting ground water level even if it comes at the cost of reducing the number of tube-wells (and adopting alternative, eco-friendly means of irrigation/cultivation). Diversion of agricultural/forest land to other uses like urbanization & industrialization needs to be checked. Encroachment upon conventional

systems like village ponds and natural habitats should be controlled. To the extent possible, consumption of natural resources like wood need to be minimized. Industries also need to adopt eco-friendly technologies.

2. ***Undoing The Damage Already Done:*** These include compulsory rain-water harvesting for residential, industrial, commercial and public units. Revival of conventional water-storage systems needs to be taken up in rural areas. Hundred per cent treatment of industry effluent. . All this can be done effectively if the community is involved. Government needs to take up educating masses which may be followed by empowering them through suitable legislation.
3. ***Change in Lifestyle:*** Adoption of recycled products by individuals though government can also catalyze the process by offering incentives. Masses can also help by consuming less power and fuels. Other front where they can help is through proper waste management.
4. ***Urban Planning:*** Every colony must comply with norms of urban planning. Attention needs to be paid to garbage collection and disposal Development of green belts in every city and catering to all the residential localities is a dominant aspiration in urban planning.
5. ***Regulatory Framework:*** There is a need to go beyond the current practice of environmental clearance of projects and even policy decision taken by different departments must be taken only after compulsory vetting on environmental parameters. Environmental regulations should be constantly updated in tune with the global norms. Effective implementation of these regulations with community involvement desired.



### 3.6 Administration & Governance

There is unanimity that the present state of affairs is highly dissatisfactory and unacceptable. People want total change on this front.

1. **Corruption free Punjab:** Despite the Transparency Index placing Punjab among the lesser corrupt states, the residents perceive it to be very bad on this front. People aspire it to be the least corrupt with files getting cleared in a pre-specified time. The desire is that integrity be a vital parameter in selection, postings and promotion of officials.
2. **Transparency in Working:** It is advocated as the best way to remove corruption and can be achieved through complete E-governance and strengthening Right To Information Act in Punjab. However, complete computerization of all departments is a pre-condition for this.
3. **Equality, Impartiality and Rule of Law:** It is strongly felt that the system should provide justice in the same spirit and at the same speed to all people irrespective of their social status, caste or political affiliation.
4. **Efficient Governance:** Going a step beyond carrying out routine tasks, the administrative set up needs to do it efficiently. A close monitoring of results/performance vis-à-vis resources consumed must be done and taken into account while posting or promoting. It was strongly felt that Punjab needs more technocrats than bureaucrats.
5. **Accountable Administration:** It is felt that officials can get away with anything as there is no accountability. Public and NGOs may be involved in performance monitoring and a system of 360 degree appraisal is needed involving the community.

### 3.7 Infrastructure & Urbanization

There is dissatisfaction with the infrastructure and urbanization pattern in Punjab despite it being among the better off states on this parameter. People aspire for significant improvements which can be broadly categorized under :

1. **Connectivity:** Road, railways and airports emerge as relevant components. Double-laned roads everywhere, traffic management in all cities, a network of flyovers and well-developed highways is desired. Railway requirement is specifically confined to Metro rail services in prominent cities and an international airport in each of the regions (Majha, Malwa & Doaba).
2. **Power:** People want uninterrupted supply of power without any fluctuations, besides energy through cleaner, renewable sources. Electrifying all villages is not enough, all houses need to have electric connection. Punjab State Electric State should reduce its financial losses as well as T & D losses.
3. **Housing & Urbanization:** By 2022, Punjab should have no slums and all colonies should be approved by PUDA. Every colony should have parks, every city should have green belts. Services like water supply, sewerage and waste management should be professionalized.

### 3.8 Science & Technology

Nothing significant has been done in Punjab when we talk about original research in the field of science and technology, though it is among the pioneers in adoption of modern techniques and technology. There is a general feeling that rather than confining it to laboratories, science and technology should reach the masses and become a part of everyday life. The focus and orientation for future research in this field should also be guided by this

consideration. Aspirations of people on this parameter may be summarized under:

1. **Pervasive:** Developments in the field of science and technology should touch every sector of economy and every walk of our lives. Apart from industry and education, it should catalyze rural development, making lives of people safe, improve standard of living of common people and speed up economic growth.
2. **Affordable:** New technology is of no use if majority of population cannot benefit from it. Therefore, innovations in this field must be affordable. . Government should contribute partly by funding R&D and partly by suitable regulations on commercialization and patenting.
3. **Eco-Friendly :** Advances in science and technology should explore and promote healthier and greener ways of doing things. Eco-friendly processes & technology, exploiting renewable sources of energy etc. are a few things needed.

### 3.9 Arts, Sports & Literature

This theme was the most diverse, accommodating three independent sub-themes in it. During interactions, the response focus was on sports as this comes naturally to Punjabis. The common sense about all three themes is that if youth is oriented towards any of these, it would keep him from distractions.

1. **Change in Mindset:** It is popular perception that arts, sports and literature are for entertainment and should not be taken up professionally. However, the respondents are of the view that parents need to realize that these are at par with any other profession. This change can come with time, with the help of media, awareness campaigns and success. However, government can accelerate the

mindset change by supporting these fields through scholarship and job reservations.

2. **Infrastructure:** There is an urgent need to create sports infrastructure in Punjab at every level, in terms of playgrounds, stadiums and sports equipment. For promotion of arts and literature, there is need to create a network of district cultural centers and centers of excellence.
3. **Training & Coaching:** It is felt that there is serious shortage of trained coaches in Punjab and just one NIS is not sufficient. Moreover trained, professional coaches should be available at the beginners level so that they learn right techniques from the start. .
4. **Dominance at National and Global Level:** The state should contribute more than proportionately in national and international events. Punjabis have the potential of excelling in hockey, wrestling boxing, etc.

### 3.10 World Class Innovations

Aspirations related to this theme are:

1. **Punjab to Be the Global Innovation Hub:** It can be done by encouraging science as a subject, and it shall be reflected in terms of number of patents coming from Punjab.
2. **Excellent R & D:** There shall be scientific labs, qualified and enthusiastic teachers and secure future options after a degree in science & technology.
3. **Innovations at Grass-Root Level:** Policy should be such that it motivates and encourages innovations at village level. Laboratory and library infrastructure at school level need to be provided for this.

### 3.11 Moral Leadership

It is a firm belief that the root cause of most of the ills in Punjab is lack of moral leadership. Though most support the present system of governance, i.e. democracy, it is the leadership that has let down the people. Respondents aspirations are:

1. **Basic Minimum Standards:** It is felt that there must be basic minimum qualification specified for leaders. There could also be pre-condition for putting in a specified number of years in a specified set of activities. There should be no criminal record or corruption charges. People feel there must be retirement age for politicians as well.
2. **Improving Profile of Leadership:** It is felt that more and more youth should participate in politics. Similarly increased representation of academicians and women would improve things.
3. **Accountability among Leaders:** All information related to leaders and their kith and kin should be made public. People should have the right to reject or recall the elected representatives.
4. **Working of Political Parties:** Moral leadership can emerge only if political parties provide a conducive environment for it to happen. There must be inner party democracy. Family factor needs to be eliminated. Parties should avoid vindictive politics and the development agenda for the state must be charted out in consultation with major political parties.

### 3.12 Economic Well-Being for All

Punjab is a rich state but there are glaring disparities between different sections and sub-sections of society. Fruit of development must be shared by all.

1. **Balanced Economic Development:** It is felt that development is confined to a few cities. People want rural areas to undergo major changes in terms of education, skill development. Border areas of Punjab and backward areas should also get their fair share of development .
2. **Punjab as a Welfare State:** It is important to take steps towards making Punjab a welfare state with social security, health for all, creation of more jobs.
3. **Promoting Entrepreneurship:** There must be institutions for guidance for entrepreneurship. Budgetary support must be provided.

## 4.0 VISION 2022 & ACTION AGENDA FOR PUNJAB

This vision building exercise for Punjab@75 is unique in the sense that it began with asking people what they aspire and the aim was to get back to them with a comprehensive document on what needs to be done for achievement of these aspirations, along with the roadmap charting out the course.

The Vision document on Punjab @ 2022 has following vision elements:

1. Assured Sustenance
2. Strengthened Foundation
3. Empowerment through information
4. Growth Stimulation
5. Excellence in Governance
6. Creation of support structure

**1. Assured Sustenance:** By the year 2022 Punjab should be in a position to assure long-term sustenance to its citizens and the coming generations. There is a need to look beyond immediate benefits/gains. As threat to sustenance is from multiple sources, there is a need to adopt a multi pronged strategy spread over different themes.

### **Action Agenda**

- (a) Punjab should aim to occupy the status of least polluted state with percentage of harmful pollutants in air, soil and water well within the safety limits. In relative terms, it must figure among top three least polluted states of India.
- (b) No block in the state shall fall in dark or grey zone.
- (c) Reduction in rate at which new tube-well connections are taken.

- (d) Tap water connection in every village lane, if not possible in every rural household.
- (e) Sewerage network for all villages above a threshold population.
- (f) All houses to have electricity connection.
- (g) Compulsory captive effluent treatment plants for large industrial units/cities above a threshold population. Such industrial units to be incentivized suitably.
- (h) Area under wheat-paddy cultivation to come down to half.
- (i) Shared effluent treatment plants for a cluster of medium/small industrial units and small towns/villages. Investment to be shared by government and local authorities.
- (j) Consumption of fertilizers and agrochemicals should come down to nearly half in absolute terms and below national average in relative terms, without compromising on output.
- (k) Though thermal power plants cannot be eliminated as an option, Punjab needs to adopt a diverse mix of sources of power namely hydro, thermal, nuclear and other non-conventional sources (wind, solar, etc.)
- (l) Punjab should have at least one captive nuclear plant for its energy needs. Keeping in view security concerns, the plant may be situated out of Punjab but supply may be exclusively meant for Punjab.
- (m) At least half the employment in Punjab shall be from industry.
- (n) In rural areas, cottage industries need to be given a special push with special focus on agro-based units.
- (o) Creation of three institutions at par with PGI; one in each of region of Punjab.
- (p) One world class multi-speciality hospital in every district and network of hospitals and PHCs all over Punjab.
- (q) Compulsory medical insurance for all citizens



- (r) Insurance for poor sections.
- (s) Doubling the number of medical colleges with special focus on medical education among rural students.

***Challenges:***

- i. Lack of awareness among masses about long-term damage due to pollution.
- ii. Pollution is not considered as a serious and immediate threat to sustenance.
- iii. Huge disparity in medicare infrastructure with urban areas getting much better public and private infrastructure as compared rural areas.
- iv. Disinterest shown by newly qualified doctors in serving rural areas.
- v. Abysmal condition of government hospitals and unaffordable treatment at private hospitals.
- vi. Lopsided development of Punjab with entire focus of agriculture and disregard for industries.
- vii. Lavish lifestyle of people resulting in indiscreet use of scarce resources.
- viii. Lack of political will for social welfare.
- ix. Corruption a bane in guaranteeing basic minimum sustenance for citizens.

**2. *Strengthened Foundations:*** An economy or society may surge ahead with the help of a booster dose of economic or technological interventions but would not be able to maintain the lead if not standing on strong ethical foundations.

### ***Action Agenda***

1. Completely revamping of educational curricula and giving special focus to moral and social education.
2. Special budgetary provision for developing institutions and framing scholarships to encourage women's education.
3. A single education board is advisable for the state.
4. Government schools to be brought at par with private schools in terms of quality of education and commitment.
5. Schools should go beyond conventional teaching and include the following activities:
  6. (i) Personality Development
  7. (ii) Confidence building & communication skills
  8. (iii) Career counseling
9. District-wise cultural centers showcasing art and culture , imparting training, conserving folklore and traditional knowledge.
10. Identifying and preserving religious and historical monuments all over Punjab. At least 5-6 monuments should get heritage status from UNESCO.
11. Increased acceptance of recycled products.
12. A substantial reduction in consumption of power and fuels.
13. Emphasis on dignity of labor.

### ***Challenges:***

- i. Lack of primary and secondary school infrastructure in rural areas, besides inefficient use of existing infrastructure and finances.
- ii. Lack of teachers and discipline along with work culture.
- iii. Mindset of people which views education as the means to earn a livelihood, rather than a tool for development.
- iv. Being less remunerative, people joining teaching as the last resort.

- v. Government control over educational system and inability to ensure performance.
- vi. Individualistic attitude and lack of community feeling
- vii. Media has also played a negative role by projecting westernization as modernization and catalyzing people's detachment from their culture.

**3. Empowerment through Information:** It is expected that by the year 2022 people of Punjab shall be active participants and not mute spectators, in growth and development. They shall take initiative in economic, social and administrative spheres.

#### ***Action Agenda***

1. 100% literacy to be achieved by 2022.
2. Right to education should become a fundamental right.
3. Mandatory for all government departments to have E-governance system.
4. Ensuring computer and IT education in all schools and broadband connectivity to at least half the population.
5. Setting up an RTI secretariat in the state and RTI offices in every district for encouraging requests for information .

#### ***Challenges:***

- i. Unwillingness among politicians and bureaucracy to part with information.
- ii. Lack of effective regulation ensuring complete transparency.
- iii. Multiple, ambiguous and often contradictory laws providing scope for discretion and favoritism.
- iv. Inability of the government to connect with the masses when it comes to addressing social evils and eradicating diseases.

- v. Half hearted implementation of RTI Act.

**4. Growth Stimulation:** Government would assume the role of a facilitator and catalyst for economic growth and social well-being.

***Action Agenda***

1. Creation of a budding entrepreneurship fund.
2. Setting up specialized institutions for imparting guidance to entrepreneurs. Ideally each district should have one such institution. However, one institution per region in Punjab is a must.
3. Special funding meant for cottage, micro, small and medium industries.
4. Setting up of Special Economic Zones (SEZs) in border areas.
5. At least one SEZ in each region
6. Government should subsidize technology upgradation of existing industrial units so that they remain competitive.
7. Government should provide incentives to new industrial units at par with the neighboring states.
8. Compulsory energy rating on industrial units on the basis of efficient use of energy. Higher rated units should be incentivized by concessions.
9. Tourism to be encouraged with special focus on religious , cultural and medical tourism.
10. Percentage of people depending on agriculture should be less than one-third.
11. At least half the agricultural families should have another supplementary occupation; be it dairy, poultry, etc
12. Developing a network of active cooperatives.

13. Punjab should have the largest pool of qualified and trained human resource in India.
14. At least one institution in each sector (e.g. medicine, engineering, management etc) should rank among top five institutions of that category in India.

***Challenges:***

- (i) The effectiveness of the existing physical planning is hampered by the lack of a coordinated (non-integrated by various departments) state physical development plan, inadequate resources and institutional weaknesses.
  - (i) Appropriate long term policy framework such as Transportation Policy, Habitation Policy etc.
  - (ii) Funding and funding models have been limited and innovative methods have not been worked
  - (iii) Corruption and project delays reduce efficiency, increase the cost of development
  - (iv) Lack of guidance and financial support by government and red-tapism stifle entrepreneurship
  - (v) In agriculture, policies are governed by short-term gains and vote bank considerations while decisions of farmers are governed by ignorance and selfish motives.
  - (vi) Lack of initiative by industrial houses in setting up educational institutions.
5. ***Excellence in Governance:*** People wish to see Punjab as an epitome of fairness and efficiency in governance.

### ***Action Agenda***

1. Punjab to be the least corrupt state in India.
2. Fixed tenure for administrative officers.
3. Compulsory rating system for officers
4. 360 degree feedback to be a part of formal appraisal system.
5. Meeting time deadlines for file processing and punctuality to be given higher weight age in appraisal of officers.
6. Every politician to be at least graduate.
7. Persons with pending cases against them not to contest elections.
8. Anybody aspiring to contest for a public position should compulsorily have a background in social service with minimum specified years in a defined set of organizations.
9. At least half the members of Parliament, state assemblies and local bodies to be younger - 45 may be a reasonable cut-off age.
10. Increased percentage of academicians and intellectuals to participate in politics. .
11. Politicians and officers must be held personally accountable for losses incurred. Proportionate recoveries shall be made from their personal wealth.
12. Special fast track courts for expediting corruption cases for politicians and bureaucrats.
13. There must be mandatory consensus on core issues like development, industrial policy so that change in government doesn't derail development process.
14. Political leaders to avoid vendetta politics.
15. Election process needs to be revamped to cut down expenditure.

**Challenges:**

- (i) Political system is rooted in caste, religious politics and criminal nexus
- (ii) Intellectuals hesitant to be in politics or are sidelined when they wish to enter.
- (iii) Selection systems filter out talent on grounds of equality, which is encouraging rot in the system.
- (iv) Police and administration are steeped in corruption
- (v) The nexus between politicians and bureaucrats
- (vi) Slow judicial system and ineffective laws.

**6. Creation of Support structure:** The above mentioned vision would remain mere wishful thinking if not supported by reliable support structure at all levels. It comprises of all developments that supplement and enhance quality of living and development.

**Action Agenda**

1. One school after every 2 km.
2. Number of medical colleges and hospital beds to be doubled.
3. Every region to have one PGI, every district to have a world class multi-speciality hospital.
4. At least one IIT, one IIM and one IIS in Punjab, every tehsil to have one ITI.
5. Every school to have well equipped laboratory & well-stocked library.
6. Punjab should contribute largest number of patent applications in India by the year 2022.
7. Every village to have its own playground by utilizing surplus panchayat land.

8. In Punjab each region shall have one coaching institution on the lines of NIS. Coaches from these institutions may be deputed to coach students at tehsil level.
9. Punjab needs at least two expressways connecting four extremes of Punjab.
10. All roads to the level of districts roads to be at least double-laned.
11. More than one city in Punjab to have Metro rail services.
12. At least three airports are required in Punjab, one in each region
13. All the power needed for Punjab should come from its own captive power plants situated with in or outside Punjab.
14. At least half the power produced in Punjab should be from non-polluting sources. There should be 24 hour supply of electricity to urban as well rural areas.

***Challenges:***

- i. Planning is aimed at fulfilling the current needs and not at meeting future requirements.
- ii. Populism ends up being the guiding principle rather than rationalism, for majority of decisions.
- iii. Sports and culture are treated more of a pastime, rather than being integral part of life or a career option.
- iv. Governments tend to be conservative when it comes to issuing grants for education.
- v. Out of existing grants, a major chunk is devoted to salaries and maintaining existing set up, leaving practically nothing for quality improvement.



## 5.0 Execution Plan

All the aspirations expressed by people and vision elements arrived at by the experts would go down the drain if not implemented properly. For making it happen, an execution plan is being proposed, based on the basic tenets:

1. Involvement of community
2. Cooperation of authorities
3. Complete transparency
4. Focus on achievement of vision elements

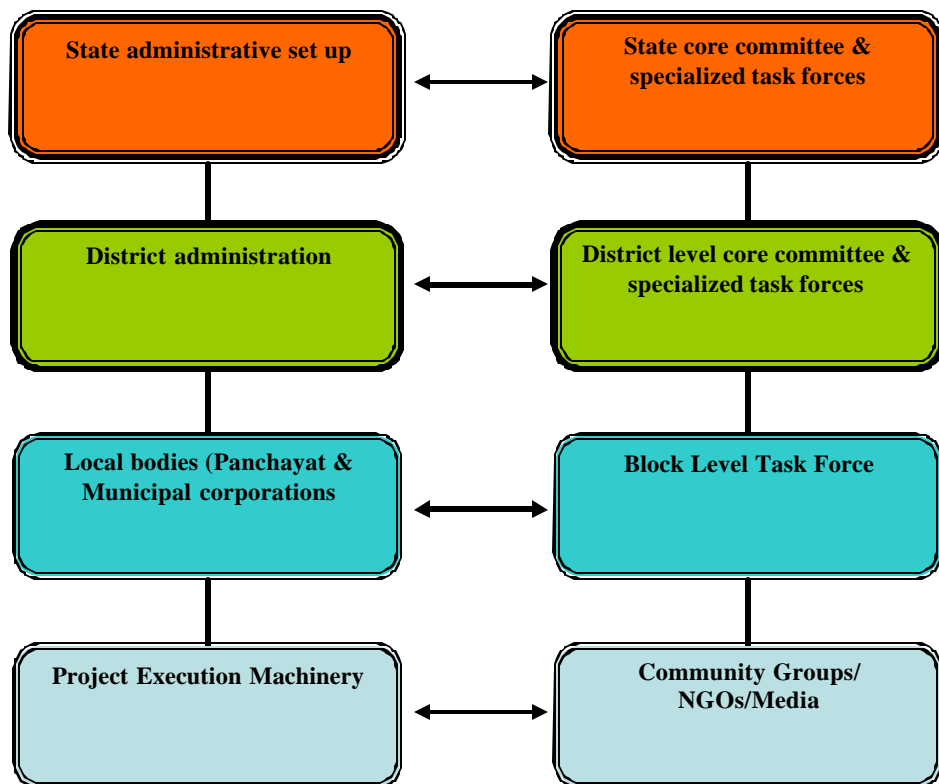
The ground work for execution would be creation of taskforces at different levels in the state. It is suggested that following multi-layer structure be adopted:

- (a) State level entities: For steering and monitoring the entire exercise, integrating field efforts into the bigger picture for the state, liaison with state government.
- (b) District level entities: Coordinating with state core committee for receiving inputs and conveying results, spreading awareness and motivation about vision 2022, designing district level development plan and resolving local issues
- (c) Block level entities: Making this exercise broad-based and more effective in implementation, ensuring participation by community and NGOs in the development work, creating project specific community groups for project implementation at grass-root level.
- (d) Project level community groups/NGOs: Actual implementation of projects at grass-root level, providing feedback and suggestions to higher level entities.

For ensuring effective implementation of vision 2022, it is mandatory to involve the administration. It may be done by co-opting decision makers in core committee and task forces. At the state level, Chief Minister, Secretary

Planning and Chief Secretary may be requested to be a part of the system while important secretaries/ministers may be a part of the specialized state level task forces. At district level, Deputy Commissioner may be a part of the district level task force while other senior officials may be a part of different specialized task forces. If needed, this arrangement may even be formalized by an executive order.

**Fig: Proposed Set Up For Effective Implementation**



## ANNEXURE-I

### List of persons interviewed during the project

1. **Mr. Ramesh Inder Singh**, Chief Secretary, Government of Punjab
2. **Mr B S Anand**, President, Mohali Industries Association.
3. **Mr P J Singh**, Joint Secretary, Mohali Industries, Association.
4. **Dr Ashok V Chordiya**, Director, Fortis Hospital, Mohali.
5. **F.Fred Ebrahimi**, CEO & Chairman, Quark City India Pvt Ltd.
6. **Mr Vivek Partap Singh**, Chief Administrator, GMADA
7. **Mr Balbir Singh Sidhu**, Member of Legislative Assembly, Mohali.
8. **Mr Ravinder Singh**, IET institute of Engineering Technology.
9. **Dr Santokh Singh**, Vice Chairman, Chief Khalsa Diwan Amritsar.
10. **Mr Brij Bedi**, Social Activist.
11. **Dr. Sanjay Modi**, Dean Lovely Institute of Management.
12. **Mr DL Sharma**, Managing Director Vardhman Textiles Ltd.
13. **Mrs Mridula Jain**, Socialist and industrialist, Shingora International, Ludhiana.
14. **Mr Avtar Singh Dhindsa**, Member, Punjab Farmers Commission.
15. **Dr Surjit Pattar**, Poet and Eminent Writer.
16. **Mr Dinesh Gupta**, President Patiala Chamber Of Commerce And Industry.
17. **Dr SS Johl**, Economist & Former Vice Chairman Punjab State Planning Board.
18. **Dr. BR Sharma**, Principal DAV College Abohar.
19. **Mr Naresh Gujral**, Rajya Sabha MP Jalandhar.

## ANNEXURE-II

### Details of participants in workshops

City & Date	Venue	Break - up of participants	Total number of participants
Amritsar 21/10/2008	Gur u Nanak Dev University	Academicians = 7	76
		NGO = 1	
		Industry = 3	
		Students = 65	
Phagwara 22/10/2008	GNA-IMT	Industry = 14	56
		Academicians = 21	
		Students = 21	
Ludhiana 03/11/2008	GNIMT	Academicians = 17	48
		Students = 10	
		Industrialists =12	
		Journalists = 3	
		Farmers = 6	
Mandi Gobindgarh 04/11/2008		Academicians = 14	45
		Students = 12	
		Industrialists =8	
		Workers = 11	
Ropar 05/11/2008	IET, Bhaddal	Academicians = 19	74
		Students =16	
		Farmers = 22	
		Housewives=17	
Abohar 10/11/2008	Hotel Heaven View	Academicians =2	43
		Students =12	
		Industrialists =11	
		Farmers =12	
		Self-employed = 6	
<b>TOTAL NUMBER OF PARTICIPANTS IN WORKSHOPS</b>			<b>342</b>

## ANNEXURE-III

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