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Vision India 2025 – Will the Elephant Dance?
by Raju Rao
Second Edition

Vision India 2025 – Will the Elephant Dance?[1,2]

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Abstract

Many futuristic vision documents have been published in India at the country or state levels and by various agencies. The most well-known of them is India Vision 2020. Translating the vision into reality is a real challenge considering the complexity, issues and size of the nation.

How can project management as a practice help in achieving this vision? This aspect has been explored earlier by the author who resulted in papers, presentations at conferences and books. The objective of this paper is to review the status of application of project management for achieving India Vision 2020 and going beyond, looking at the year 2025.It will be a critical gap analysis of achievements so far in project management field in India vis-a-vis the goal. The framework for analysis will be the reports of the Boston Consulting Group, books by Prof Abdul Kalam & Prof Y S Rajan and other research material on the subject. Key factors that will be explored will include complexity, scaling-up, organizational project management etc. Current initiatives like Make in India, (Pradhan Mantri Dhan Jan Yojana (PMDJY), Swachh Bharat Abhiyan and various other programs in the Power / Infrastructure sector will be used as a basis for evaluation.

The analysis will focus on assessing current capabilities in project management in India and the steps that we need to take to reach the goal as a nation in 2025.

Keywords: India and its future, India Vision 2025

India Vision 2020 /2025

Various initiatives have been taken to generate vision documents for the year 2020 and beyond. These exercises have started around early 2000 and are still continuing. A synopsis of some of them is mentioned below.

One way to address the process of creating a vision is to consider alternative scenarios which WEF/ CII did so in their report in 2010. (8)

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[1] Editor's note: Second Editions are previously published papers that have continued relevance in today's project management world, or which were originally published in conference proceedings or in a language other than English. Original publication acknowledged; authors retain copyright. This paper was originally presented at the PMI India National Project Management Conference in Mumbai, India in 2016 and included in the conference proceedings. It is republished here with the author's permission.

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❖ **Bolly World** is a story of how initial economic success becomes unsustainable, and domestic social and demographic pressures soon trigger an economic reversal.

❖ **Pahale India** ("India First") describes how a widely shared vision for India's future aligns national aspirations and creates common goals.

❖ **Atakta Bharat** ("India getting stuck"), the global economy slows, offering few benefits to India, while within India there is little and uneven development.
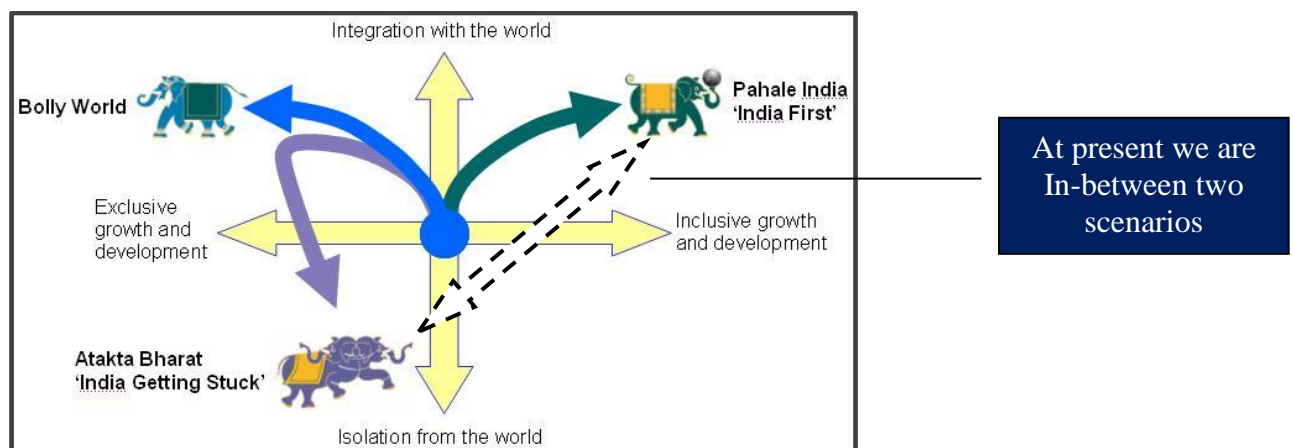

Figure 1 – Alternative scenarios - Adapted from Report: India and the World: Scenarios to 2025 (8)

A high-level strategic group along with Boston Consulting Group and AIMA / CII in 2005 (2) identified three areas for action as those that will have the highest priority and will have the most impact.

▪ Marketing India

▪ Educating and Training the Indian Workforce

▪ Connecting India (Telecom, IT, airports)

Areas of focus identified by Prof A P J Abdul Kalam & Prof Y S Rajan for India Vision 2020 (1)

1. Agriculture and food processing: Aimed at doubling the present production of agricultural and food processing.
2. Infrastructure with reliable electric power: Providing urban amenities to rural areas, and increasing solar power operations.
3. Education and Healthcare: Directed towards illiteracy, social security, and overall health for the population.
4. Information and Communication Technology: For increased e-governance to promote education in remote areas, telecommunication, and telemedicine.
5. Critical technologies and strategic industries: The growth of nuclear technology, space technology and defense technology.

From Vision to Reality

Many papers and reports have been prepared as Vision documents for India but the 'proof of the pudding' is in implementation. For this to take place organizational project management is the key (7). This involves ensuring that various programs / missions or initiatives by the government and suitably structured and the requisite knowledge and skills are available and utilized. It is likely that some of the best practices of project management are followed in the government 'covertly' i.e. without being aware that it is so or in 'accidental' manner. However, following it in a proactive way and by imbibing best practices in a holistic way could be more valuable in achieving objectives.
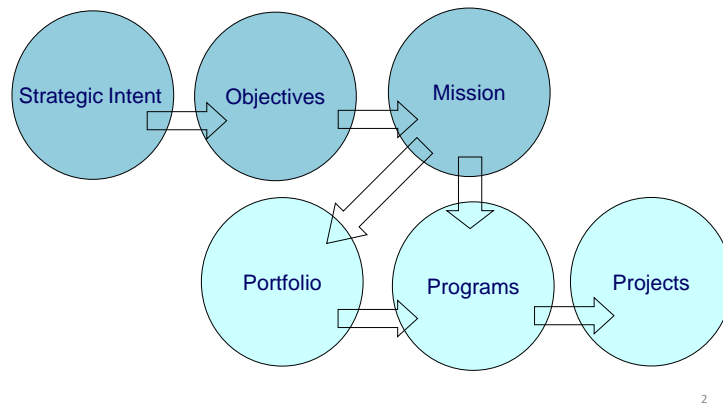
Strategic Intent … Projects

Figure 2 - Vision and Reality – bridging the gap – Adapted from (7)

Programs and Missions

Various programs, missions and initiatives have been in place or have been launched since the NDA government took charge in 2014. (Refer Table 1). These could be classified under two categories:

Enabling: e.g. make in India, Ease of doing Business, and JAM Trinity

These are not 'directly' involved in meeting a need, deriving benefits or achieving a particular objective in a sector or domain but are supportive and act as 'enablers'.

Direct: e.g. DMIC, Swachh Bharat Bahaman, eBiz

These are 'direct' interventions intended to meet a need, derive benefits or achieve a particular objective in a sector or domain and may or may not get support from 'enablers'.

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The methodology, processes and skills required for above two types could be different for each, for e.g. an 'enabler' would require more focus on stakeholder management whereas if 'direct' would have larger and substantial financial outlays. Further some of them will be following a projectized or mission mode or program approach whereas others would be working in a non-project operational mode as in a functional organization. While broadly they have been classified in two categories, in some cases there will be an overlap in characteristics.

Sector / Domain	Program / Mission / Department	Details	Launched	Stated Goal
Infrastructure	Railways	Metro Rail Wi Fi at stations Dedicated freight Corridor etc	Ongoing	
	Roads	NHDP - National Highway Development Project , Industrial Corridors - Amritsar - Kolkata ,Bengaluru - Mumbai ,Chennai - Bengaluru ,Delhi - Mumbai ,Vizag - Chennai	Ongoing	
	Sagarmala / Inland waterways	12 major ports development / Coastal Economic Zones / Proposed 101 inland waterways		
	Housing for All	Three phases	Jun-15	A home for every family by 2022
	Smart Cities Mission	100 cities		
	Atal Mission for Rejuvenation & Transformation (AMRUT)	500 urban zones		
Power	Power for All	Generation , transmission , distribution , renewables and energy conservation		Quality, reliable & affordable power supply 24x7 by March 2019
	Ujwal DISCOM Assurance Yojana (UDAY)	Improving financial health and operational parameters of DISCOMs		
Connecting India	Digital India	Digital infrastructure / governance & services on demand / digital empowerment of citizens		Digitally empowered society and knowledge economy by 2019
	JAM Number Trinity	Financial & social inclusivity / Jan Dhan Yojana - Aadhar -Mobile		
Educating & Training the Indian workforce	Skill India	Bridging gap between market needs and availability		Train min 300mn skilled workforce 2022
	Start-Up India / Stand-Up India		Jan-16	
Hygiene Infrastructure	Swachh Bharat Abhiyan / National Mission for Clean Ganga	Includes Bal Swachhta Mission / Effective abatement and rejuvenation of the river Ganga	Oct-14	10 million household toilets and 0.3 million public toilets by 2019
Marketing India	Ease of Doing Business	Simplify the processes involved in conducting business in India		To be within World Bank's top 50 ranking (Ease of doing Business)by 2017
Manufacturing	Make in India	Enhancing manufacturing through investment , innovation , building best in class manufacturing infrastructure	Sep-14	

Table 1 - Programs / Missions

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Assessment and Reality Check

Various Vision documents have been prepared towards the year 2020 and later. It is necessary and important to evaluate them critically both in terms of extent and direction. Such an exercise will be fruitful in making corrective action in reaching both the immediate goal of 2020 and later. This will be a typical project management approach where programs or missions are monitored and controlled to ensure goals are met.

Methodology

The evaluation method devised considers a set of ten project management related parameters where each program or mission is assessed on a number scale. Anchors have also been specified as a guideline to improve the objectivity of assessment.

Parameter	Explanation	Rating	Anchors
Organization / OPM Structure	Has a structure of project / program / portfolio management with linkage to organizational goals and strategy	0 - 5	unstructured 0 , formal dedicated organization 2 , project based org 3 - 5
P M Methodology / Program / Portfolio Management practice	Follows project management methodology based on a standard / Has a structure of program management with linkage to benefits / Follows practice of portfolio management	0 - 5	Does not follow 0 , some processes 1 - 3 , all KAs 4 - 5 or substantially
Cross functional / Projectized / Mission mode approach	Non silo based working / Project based organization / Non functional	0 - 5	Authority / responsibility strictly functional 0 , leeway to exercise influence with functional groups 1-3 , structure established as a mission mode 4-5
Certification / PM career path	Has value for certification or has a definite career path for PM professionals	0 - 5	Organization values certification / training 1-3 , Uses it for org improvement 4-5
Stakeholder Management	Understands value of stakeholder management and follows practices proactively	0 - 5	Basic structure for communication with stakeholders 1-3 , substantial use 4-5
Concept Promotion , Publicity & Marketing	Promotion of concept through marketing ,road shows events	0 - 5	No promotion or publicity 0 Visibility in Newspapers / Internet / TV - 1-3 Special Road shows events 4-5
Management Information System / Metrics & Measurement	Has an MIS or Project Control system in place	0 - 5	None 0 , formal MIS in place 1-3 , Measures project outcomes with metrics 4 -5
Financial Arrangements	Financial tie ups / Funding	0 - 5	None or to be done 0 , initial tie-up with financial agencies complete 1-3 , Substantial progress in financial arrangements 4-5
Partners / Collaborators	MOU , Firm tie Ups	0 - 5	None 0 , identified partners through MOU 1-3 , formal arrangements in place 4-5
Progress in Life Cycle	Program life cycle	0 - 5	In terms of % based on life cycle , Nil 0 100 % -5

Assessments

Some of the programs / missions mentioned in Table 1 have been evaluated based on the criteria stated in Table 2 and the assessment results are reflected in Tables 3 and 4.

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Criteria	Make in India		Swachh Bharat Mission (Gramin)		Power for ALL / UDAY		DMIC	
	Score	Basis / Source / Remarks	Score	Basis / Source / Remarks	Score	Basis / Source / Remarks	Score	Basis / Source / Remarks
Organization / OPM Structure	0		4	Guidelines SBM(G)	0	Not stated	4	
P M Methodology / Program / Portfolio Management practice	0		2		0	Not stated	3	
Cross functional / Projectized / Mission mode approach	0		3		0	Not stated	3	
Certification / PM career path		Not stated		Not stated		Not stated		Not stated
Stakeholder Management		Not stated		Not stated		Not stated		Not stated
Concept Promotion , Publicity & Marketing	5		4		4		3	
Management Information System / Metrics & Measurement	0		3		0		3	
Financial Arrangements	1	Enabling Mission so not key factor	4	Govt funding / CSR	1	Enabling Mission so not key factor	3	
Partners / Collaborators			3	State Govt / Pvt org	3		3	
Progress in Life Cycle	1		2		1		3	
	7		25		9		25	

Table 3 - Assessment results of Programs & Missions - 1

Comments

Make in India: Under Dept of Industrial Policy & Promotion (Ministry of Commerce & Industry) GOI. This is an Enabling initiative. Its reach has to extend across 25 sectors. EoDB is part of this program and one of the key components required for its success. Published information do not indicate formal organizational project management structure or approach being followed which is required for an initiative of such complexity and magnitude since it requires active support from the states as well. However, it has made good progress on promotion and publicity. Though a separate organization - India Invest has been set up, this is still in initial stages .The person heading it now was also responsible for the successful Gods Own Country program in Kerala and so this is a positive sign. There is a need for formal project management processes and training for this program.

Swachh Bharat Mission (Gramin): Under Ministry of Drinking Water & Sanitation, GOI.A program management structure involving the centre, states, districts has been formally set up. The program is being monitored in terms of numbers installed as well as outcomes. This is supplemented by monitoring from Ministry of Programme Implementation & Statistics. Funding arrangement have been laid out. Basic program management infrastructure is in place. The reports do not indicate any initiatives on project management training which could be a gap area. Concept promotion and publicity also is happening in the media and other channels.

Power for ALL /UDAY (Ujwal DISCOM Assurance Yojana): Both programs are under Ministry of Power. Both are Enabling initiatives. The scheme is implemented through a joint initiative with states and at present MOUs have been signed with 28 states for Power for ALL and 11 for UDAY. Published information do not indicate formal organizational

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project management structure or approach being followed which is required for an initiative of such complexity and magnitude since it requires active support from the states as well. Power for ALL is very ambitious program and it is success depends a lot on support from the states. Absence of formal project management and training is visible. Stakeholder management will be a critical requirement.

DMIC (Delhi Mumbai Industrial Corridor): Under Dept of Industrial Policy & Promotion (Ministry of Commerce & Industry) GOI. This is a 'Direct' initiative. Formal organization and structure has been in place since 2006. Monitoring is also being done by DMIC as well as by PMO (Prime Minister's Office). OPM structure is largely being followed. No information is available on training of project management personnel or improvement of processes.

EoDB (Ease of Doing Business): Under Dept of Industrial Policy & Promotion (Ministry of Commerce & Industry) GOI. This is an Enabling initiative. Evaluate and monitor ten parameters as judged by World Bank Report of rankings. Solutions for improvement can be found through technology, regulatory/policy interventions or facilitation thro enabling bodies. This initiative needs to largely work with the states though there are central issues to be covered as well. There are many initiatives taken by certain state governments but it is not clear as to how the central ministry is catalyzing the effort at the state level. Judging from the fact that this is a key factor for the improvement in FDI and the Make in India program, the effort has to more than just departmental level initiative and has to truly to be done with a mission mode approach.

eBiz Under Dept of Industrial Policy & Promotion (Ministry of Commerce & Industry) GOI. This is a 'Direct' initiative and part of the E Governance plan. The eBiz platform will provide a one-stop shop for convenient and efficient online G2B services for the investor and business communities in India and will apply to Central Government, State Government and the Local Administration. It is being implemented on the PPP Model with Infosys and National Institute for Smart Government as consultants. The basic structure for the program exists and implementation plans have been laid out. Partners are experienced in project management. There seems to be challenges in getting the states on board and so stakeholder management at the central level is a key input required.

Smart Cities: Under Ministry of Urban Development GOI. This is an enabling initiative. Mission structure is in place at central, state and city level. Funding & Financing modalities have been laid out. Method of selection and prioritization of various projects have been specified. Training of project management or institution of processes not stated. From documents it appears that preliminary understanding of stakeholder management is in place. Overall planning of the mission is visible.

PMDJY (Pradhan Mantri Dhan Jan Yojana): Under Department of Financial Services, Ministry of Finance. Has a structure in place for program management along with states and districts. This is an ongoing program and is of 'Direct' category. Project management training and improvement of processes could be a gap area.

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	EoDB		eBiz		Smart Cities		PMDJY	
Criteria	Score	Basis / Source / Remarks	Score	Basis / Source / Remarks	Score	Basis / Source / Remarks	Score	Basis / Source / Remarks
Organization / OPM Structure	0	Currently part of MII DIPP. New initiative Invest India just started	0	Not stated	4		4	
P M Methodology / Program / Portfolio Management practice	0	Not visible	4	By Partners		Not stated	2	
Cross functional / Projectized / Mission mode approach	0	Not visible	4	By Partners		Not stated	2	
Certification / PM career path	0	Not stated	4	By Partners		Not stated		Not stated
Stakeholder Management	0	Not stated	1		3		3	
Concept Promotion , Publicity & Marketing	3		1		3		3	
Management Information System / Metrics & Measurement	0	Not stated	4	By Partners		Not stated	3	
Financial Arrangements	1	Enabling Mission so not key factor	2		3		3	
Partners / Collaborators	2		4		3		3	
Progress in Life Cycle	2		3		1		3	
	8		27		17		26	

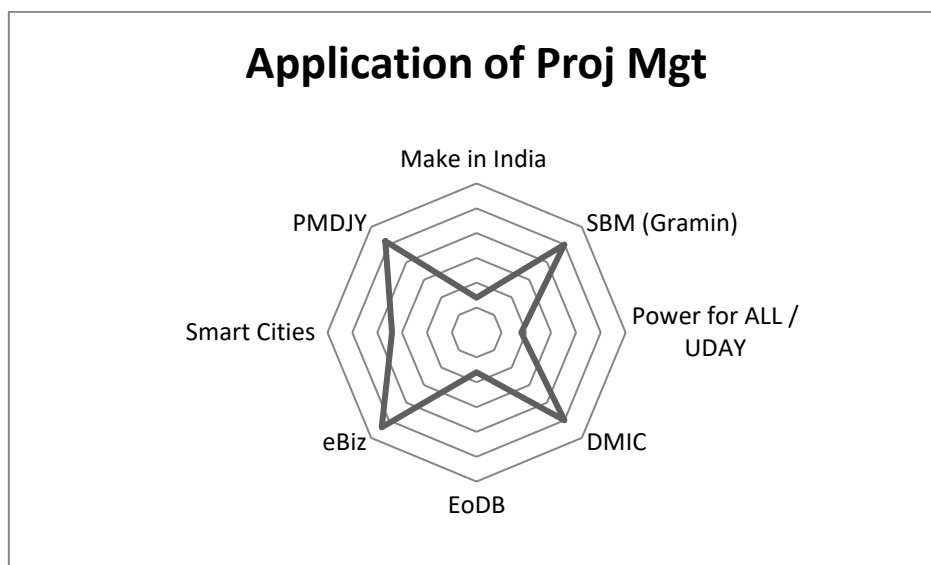Table 4 - Assessment results of Programs & Missions - 2

Figure 3 - Comparative data of randomly selected test cases

Conclusions

▪ Considerable books, papers, articles and reports are available as vision statements for India 2020 and beyond. However, to convert vision to reality, implementation and therefore project management becomes an important competency requirement.

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- Based on a set of parameters some of the programs / missions and initiatives being implemented at the Central government level have been evaluated and results reported in the form of scores and comments.

- The study and analysis showed that key areas of focus required are

  o Organizational project management / nodal / governing structure

  o Stakeholder management

  o Project management training

- The study was limited to desk research and data obtained through internet and published sources. No surveys were done or interviews were conducted.

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Raju Rao, PMP, SCPM, OPM3 Certified Professional, is a social entrepreneur and a project management evangelist. He is the Founder of the Forum for Food Recovery and Xtraplus Solutions, a PM consulting and training company based in Chennai, India. Mr Rao has a B.Tech degree in Chemical Engineering from the National Institute of Technology,Trichy,India; an Advanced PM certificate from Stanford University; and a certificate from IIM Calcutta. He has more than 40 years' experience in engineering, process and project management and has been an active member of PMI for several years. He has held leadership positions in standards development, developing systems for awards governance, been a jury and has reviewed and mentored speakers for global congresses.Raju has been a President of South India section of AACE International.

Mr Rao has been a visiting and adjunct faculty for engineering and business schools in India. Raju is a member of Toastmasters International and has mentored speakers on behalf of PMI for the North American Global Congress held in 2018. He has presented numerous papers in global congresses and is the co-author of two books - *Project Management Circa 2025* published by PMI and *Organizational Project Management* published by Management Concepts, USA. He has been an International Correspondent for PM World Journal. He is also involved in writing fiction and has recently authored a novelette 'Triumph at Last'.

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