

## PREFATORY NOTE

### SANJAY'S MRIGTRISHNA

#### *Will नमो Mantra Help?*

Although relatively well off materially, and also not a mere pawn spiritually, Sanjay Khan had left India temporarily out of sheer disgust. He felt dismayed and pained at social differences and social divisions that obtained. Not that he was shirker, not that he had no positive ideas that could change India. He had intellect,. He had resources. He interacted with gurus and soothsayers. He consulted astrologers . He had his cups of coffee with media and political class. Left with no hope of economic and social resurgence he packed his bags and left for cool waters of the island called Timbektoo. He denied himself the access to internet. He loved isolation. News features relating to India were strictly no for him. But he continued to be in turmoil, given his love for and longing for his motherland.

### 300 WEEKS OF ISOLATION

But Sanjay Khan was not alone in this state. Millions in India suffered from this syndrome. Of course, not many were in a position to do what Sanjay did. Sanjay was optimistic. He believed in Geeta (quote in Sanskrit).

And the inevitable  
made its presence felt.  
Jantar Mantar in Delhi.  
Anna Hazare, and then  
Arvind Kejariwal. But  
these events could not  
strike at the foundations  
of the sound walls that the  
persons with vested  
interests had build around  
themselves. More cause  
for disappointment.



*Where was the hope?*

Well, nowhere.

General elections were due in mid-2014. All the pollsters had predicted hard times for governance.

The people of India had made up their mind, very clearly and equally positively. In a true democratic style they wanted a govt. of, for and by people.

*Did they get it?*

Wow!

Sanjay was ecstatic, a state of mind which he never earlier experienced. Again he was in a hurry to pack his belongings and get back to his motherland. He did not want to miss a single frame of the drama that was unfolding gradually and fast.

India was in grip of a revolution, gradual but fast and sure. The revolution is on.

*Would it be a success?*

This is the question that everybody is talking about.

Sanjay seemed to know the answer. His body language said it all. He would be in cheerful mood all along, desperately trying to reach news, any and ever that fortified his vision of emerging India, an India that would hold its head up, an India with a 56" seena (chest).

Sanjay seemed to have made up his mind to pack his bag and baggage and locate permanently back home. This is where he needed our consultancy.

The result is in your hands, with the hope that five years down the line he enjoys the decision that he makes today.

### A recent McKinsey report to his discomfort

In 2009, some months after the United Progressive Alliance took office for the second time, McKinsey published a report, titled *Building India: Accelerating Infrastructure*

*Projects.* The report's observations of policy and procedural impediments—largely derived from the thoughts of India's business leaders, some engaged today in pushing a rampage of pro-business legislation—remain as valid today.

The report lists several areas of inefficiency in India that have little to do with pro-business arguments of inclusive legislation damaging economic growth. I quote: Quality of planning and engineering design is poor. Tendering unviable public-private partnership projects is common. Contracts in use are inappropriate. Pre-tendering approval process is centralized and slow. Performance management is weak. Availability of skilled and semi-skilled manpower is insufficient. Weak risk management skills, below-par design and engineering skills. Lack of best-in-class procurement practices.

In areas related to delays in land acquisition, the McKinsey report states: "Global best practices suggest that land acquisition should be complete before a project is tendered. In India, projects are often awarded with only part of the land physically acquired, sometimes as low as 30%. Delays in subsequent land acquisition are possibly the single-largest factor causing project delays. These delays are driven by three factors: 1. undervaluation of land price; 2. dependence on state governments for land acquisition; and 3. the ambiguous definition of the term unencumbered land."

The report also adds that in India, "dispute resolution processes are ineffective", on account of "ambiguous" legislation and the tendency of arbitration to be ineffective, leading to "long drawn-out disputes".

Nearly without exception similar points can be applied to major manufacturing projects, extractive industries and construction projects. Such inefficiencies need fixing, not fixing the match by dumping, preventing or weakening legislation that seek to correct—entirely within the spirit of participatory growth-massive disadvantage. Those at the bottom of the pyramid must not be made to pay for the deliberate policy, procedural and performance inefficiencies of government and business, those that occupy and dominate the apex of the pyramid. Eminent domain must not come to mean domination.

Empowering and enriching them will grow India—and the BJP—not calls to nationalism or notions of exclusion.