

# Transforming INDIA

Krishan Khanna



2016 Edition from *i Watch*



**Krishan Khanna**  
Founder & Trustee  
of *i Watch*

## About the Author

The Founder Trustee of *i Watch* Krishan Khanna, is an IIT Kharagpur B. Tech. in Mechanical Engineering. In spite of a first class first place in IIT he did not opt for a scholarship for higher studies to prestigious institutions like the MIT and Cal. Tech. Instead he planned to work in the area of his choice, in manufacturing, and went to Germany to experience first-hand 'German Quality Manufacturing'. He liked to work with his hands having made more than 60 model flying aircraft during 1951 to 1961.

On his return he worked in various capacities, like production, planning, product development, projects, exports, marketing, R&D and general management of manufacturing organizations. During these years as head of R&D in Special Steels Ltd (now a part of Tata Steel) his team developed many import substitution steel products used in the textile, defense, construction, automobile, transportation and other mechanical, electrical, civil and chemical engineering industries.

In 1971, he developed the present day pre-stressed, pre-cast, concrete Railway Sleeper, on which the railway line is laid, used by all the Indian Railways, for high speed rail traffic and to replace wooden and steel

sleepers. The work was completed in 9 months.

From 1979 to 1991, as CEO of Precision Fasteners Ltd, expanded the business by 2500% and profit by 3000% to become India's No. 2 company in the field of industrial bolts, nuts and special fasteners. PFL became a case study of ICICI as the company expanded without borrowing any money from the shareholders.

During 1985 to 1991 he was chairing a committee on the development of Special Steels. They developed for the first time in India ball bearing steels and cold forging steels. He developed Indian processes and local equipment for further processing and finishing.

He has travelled widely in all the 5 continents and has been involved with fifteen joint ventures and business partnerships with organizations from the USA, Canada, Brazil, UK, Sweden, Germany, Italy, Iran, China, Korea, Taiwan, Japan, Singapore, Australia and India. He floated two of his own companies which were listed on the NSE & BSE.

In 1992, he left the corporate world, gave up his professional and business career and started on a mission of service which is Transforming INDIA and Nation Building. In order to achieve this goal he floated a not-for-profit foundation called *i Watch*. Operations started in 1992-1993, from his private office in Mumbai, India.

The main focus of *i Watch* is Governance and Education and how it has a direct influence on the Economy and Employment. The effort of this work is to present the facts to the citizens of India and also suggest some time proven and simple remedies so as to propel the country to its rightful place on this planet. **The focus is to highlight the latent potential of India which will be fully unleashed once the human capital of its people is fully empowered.**

In 1996 he was the recipient of the National Citizen's Award presented by the Prime Minister of India. In 2007, he was awarded the Rajiv Gandhi Award for Outstanding Proactive Leadership by the friends of South Asian American Community, FOSAAC, Los Angeles, USA. In 2011 he was honored by Nobel Laureate Prof. Mhd. Yunus and presented a "Social Pioneer Award" at a CSR function at the Taj Mahal Hotel, Mumbai, India. In the June 2012 edition of the Education World, a leading monthly magazine on education, he was recognized as one of the 50 Leaders Changing Indian Education.

The *i Watch* Think Tank and Foundation has acted as a catalyst and data provider to various ministries of the central government and chambers of commerce to promote significant change. In 2003 the Ministry of MSME and in 2014 the Ministry of Skills Development & Entrepreneurship were set up. Krishan Khanna is on the National Board of the Ministry of MSME, New Delhi.

In 2014 he embarked into CSR consulting, social business and CSR turnkey projects implementation with partners who are experts in their respective fields.





# Transforming INDIA

By empowerment of the people of INDIA  
Through **Relevant Education**  
& **Vocational Training**

Krishan Khanna

This book is meant for **Mind-Set-Change** of the Civil Society  
so that the **80%** of the Youth opt for **Skills & Vocational**  
**Training** and the balance 20% for University Education

1st	Published in	1993	12th	Edition in	2006
2nd	Edition in	1996	13th	Edition in	2007
3rd	Edition in	1997	14th	Edition in	2008
4th	Edition in	1998	15th	Edition in	2009
5th	Edition in	1999	16th	Edition in	2010
6th	Edition in	2000	17th	Edition in	2011
7th	Edition in	2001	18th	Edition in	2012
8th	Edition in	2002	19th	Edition in	2013
9th	Edition in	2003	20th	Edition in	2014
10th	Edition in	2004	21st	Edition in	2015
11th	Edition in	2005	22nd	Edition in	2016

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Transforming INDIA was first published by *i Watch* in 1993 and subsequently it was revised and enlarged every year till the present edition. This book is also printed in 12 other Indian languages such as Hindi, Urdu, Punjabi, Assamese, Oriya, Bengali, Gujarati, Marathi, Tamil, Malayalam, Kannada and Telugu

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**Dr. APJ Abdul Kalam**

Former President of India

6 February 2008



## Message

I am delighted to find that "*i Watch*" has been created through a citizens movement for transformation of India.

The focus of *i Watch* on governance, education, economics, entrepreneurship and employment generation are the real issues facing the nation today.

The analysis, findings and the action suggested based on comparative study is definitely revealing and can bring wonderful results if acted upon by different stakeholders in the country.

For example, the document brings out clearly the need for India to be made as an international hub for technical education.

The document also addresses the action plan for GDP growth rate from 10% to 14%.

Societal transformers, programme management agencies, new entrepreneurs, education planners can all benefit from the data and analysis provided in the document, **Transforming INDIA.**

My best wishes to Shri Krishan Khanna and his team for success in their societal transformation missions.



APJ Abdul Kalam

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# *Immortal Inspiration*

## **Nobel Laureate - Rabindranath Tagore**

**INDIA can become a Nation, which is best described in the words of Rabindranath Tagore**

*Where the mind is without fear and the head is held high;  
Where knowledge is free;  
Where the world has not been broken up into fragments  
by narrow domestic walls;  
Where words come out from the depth of truth;  
Where tireless striving stretches its arms towards perfection;  
Where the clear stream of reason has not lost its way into  
the dreary desert sand of dead habit;  
Where the mind is led by thee into ever widening thought and action—  
Into that heaven of freedom, my Father, let my country awake.  
Gitanjali, verse XXXV.*



# *i Watch*

*A family funded Think Tank & Foundation established in 1992*

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*www.wakeupcall.org . krishan@vsnl.com*

*Transforming INDIA - 172 page book available from [www.amazon.in](http://www.amazon.in)*

## **A. Research Topics from *i Watch* (12 volunteers)**

1. Governance
2. Black Money
3. Corruption
4. Tax Base
5. Education
6. Economy
7. MSME's
8. Labour Reforms
9. Skills
10. Vocational Training
11. Entrepreneurship
12. Employment
13. Organic Farming
14. Rain water harvesting

## **B. Social Projects from *i Watch* (1900 Associates)**

1. Advocacy & Mind-Set Change
2. Educational Technology-Class rooms
3. Educational Technology-Distance
4. Vocational Training
5. Enterprise Skills Development
6. Training for MSME's excellence
7. Safe Drinking Water
8. Sanitation for Farms, Buildings
9. Rain Water Harvesting
10. Sewage Treatment - Bio Tech
11. Effluent Treatment - Bio Tech
12. Garbage Treatment - Bio Tech
13. Best Toilet in the World
14. Converting construction waste into Bricks

'*i Watch*' is a not-for-profit organization located in Mumbai, India. 'i' stands for INDIA, Indians you and me. 'Watch' means that we are 'watching' what is happening in the country and reporting to the citizens, in order to create awareness for the sake of improvement. The 'i' is small, since our Gurus have taught always that only with humility can we perceive the truth. '*i Watch*' focuses on Human Resource Development, Governance & how it influences Economy & Enterprise. '*i Watch*' has four activities viz., 'India 1st' for Governance, 'Education 1st' for HRD, 'Economy 1st' for Economy & Enterprise and 'Employment 1st' for Employment Generation

# *i Watch* Partners for CSR Projects



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Section 6 – Conclusions & Action.....	95	3
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Section 8 – Letter to the Prime Minister.....	114	18
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## Notes for the Reader:

1. This book is divided into 9 sections as mentioned above
2. Total number of individual Articles/Notes is 98
3. Total number of articles per section is indicated as above
4. Detailed contents are given at the beginning of each Section
5. Each article is a standalone and complete
6. The Reader may read any Section or Article in any order
7. At the bottom of each page the 'Section Classification' is mentioned
8. In this 22<sup>nd</sup> edition of the book a short 'Overview' has been mentioned for Sections 1, 2, 3, 4, 5, 6, 7 & 8. This is to facilitate the understanding of each Section
9. The Author has tried to keep each article as short and as relevant as possible. For more details the Reader is requested to explore the references and the internet
10. This book has been written for the 'Common Man'. Anybody who has passed Class 8 should be in a position to understand the contents

# Section-1

## Introduction

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### Overview

The introduction, foreward, Reader's response to *i Watch*, sets the tone and overall structure of this book.

The book has gardually evolved since the last 23 years from 1993 till now.

As this book is also available in the major 12 Indian Languages, the impact on the youth & civil society is quite impressive.

# Introduction

This book is meant for **Mind-Set-Change** of Civil Society. To encourage 80% of our youth and unemployed population, to learn a **Skill** and go for **Vocational Training** rather than a normal college degree or diploma.

This book is really a part reflection of the journey of my life. Thirty two years in business and management and the last twenty five years in the social sector.

This is the 22<sup>nd</sup> edition of my book. The first edition was in 1993. In 1997 we expanded it to cover all the twelve major Indian languages. As hardly 8% of all Indians really understand English, this book is therefore also available in all major Indian languages such as Marathi, Gujarati, Urdu, Hindi, Tamil, Telugu, Kannada, Malayalam, Oriya, Bengali, Assamese and Punjabi.

The presentation in this book has been structured for the benefit of the citizens of India, e.g., politicians, farmers, officials, professionals, teachers, students, scholars, doctors, businessmen, housewives, engineers, lawyers, consultants, NRI's, PIO's, think tanks, social organizations and the youth of India.

Wherever required the text is supplemented with simple graphics in order to cut down as far as possible unnecessary text, unless it is absolutely essential.

The material within this book is divided into eight sections. Important Sections are:

Section 2 covers governance.

Section 3 covers education and human resource development.

Section 4 covers selected areas of the economy.

Section 5 covers the domain of skills,

vocational training and employment.

Section 6 covers conclusions and action to be taken.

Section 7 covers CSR Projects from *i Watch*.

Section 8 covers letters to the Prime Minister.

This book is meant for anyone who may have studied up to class 8th and beyond. The matter furnished herein has been updated to take into account current available data, wherever possible.

During the 60's and 70's, for nearly twenty years, I was in-charge in the technology transfer from Germany and Japan to Indian manufacturing companies. During this period, I lived and worked for nearly 7 years, in Germany and Japan and came to understand the reason for their dramatic economic growth after World War II. Their intense focus on human resource development, right from KG to higher education and with top priority for vocational training and skills for the entire work force was the secret of their outstanding growth and economic domination.

The reader is requested to consider the contents of these pages in the spirit in which they have been written, to mobilize thought and action for the people of India.

It is not a sermon, rather a statement of facts, to facilitate further awareness and action within the country, with the sole purpose to benefit the People of India.

Each note is a 'stand alone'. Any one of them can be read, at any time.

The following two examples will strengthen the importance of human resource development, relevant education and skills acquired through vocational training for sustainable development of the economy.

In October 2007 I was invited by the Ministry

of Education and the Economic Times, S. Korea to chair a session on 'Vocational Education & Training (VET) for Developing Countries'. This was part of the Global HR Forum which was attended by nearly 1,200 HR and educational experts from 50 countries. The only other Indian attending this forum was Prof. Ananth, Director of IIT-Madras.

The deputy prime minister of South Korea was inaugurating the Global Forum. About 50 years ago the people of S. Korea were as poor as Indians.

South Korea Looked at Japan and Germany who had very little mineral wealth such as ores, coal or energy in the form of gas, oil other hydro-carbons, just like S. Korea (but unlike India) but were developing very fast, in spite of the complete destruction in the 2nd world war!

South Korea realized that the main reason was relevant education and skills building through vocational training. South Korea created a position of a deputy prime minister, whose main responsibility, I believe, is human resource development, education and skills building.

Today, after 50 years, an average South Korean has an income of nearly US\$ 33,000 per year compared to US\$ 1,530 for an average Indian. Is there a message in this for us in India?

Let us look at the 2nd example which is relevant to India. Where should we as a Nation be by the year 2022; when we are celebrating the 75th year of our Independence?

The CII or the Confederation of India Industry along with BCG and the world renowned management guru, late Prof. C. K. Prahlad had planned for India@75.

Out of the 74 national committees of the CII, the ones on Education, Skills & HR and the Youth are primarily working on this initiative. Prof. Prahlad was very clear that only by empowerment of the people; especially the youth of India, through education and skills building and vocational training will ensure that we attain our major goals by the year 2022.

The plan is to have 500 Million skilled people in different skills and 200 million world class graduates from different fields by the year 2022.

The history of evolution of this book has been dramatic.

The only constant has been change.

It is for you the reader to decide whether it was for better or for worse!

Krishan Khanna  
Mumbai, India  
15th August, 2016

### **Disclaimer**

The information mentioned in this book has been collected from various sources in India and outside, during the last 23 years. *i Watch* does not take any legal responsibility for the accuracy of the data provided. We do not recommend that investment and business decisions be taken, based on the data provided in this book. Most of the sources of information as well as references are detailed under the section – References. For the latest data and information the reader is advised to see the current websites and handbooks of the References as mentioned in this book.

# A Citizen's effort

My life in the past few years has been gravitating towards one great purpose – I have been striving for **Transform INDIA**. I believe that persistent and superhuman efforts can pave the way for phenomenal change. A huge task lies before me. However, I have concrete ideas and information in this book which I know will help direct and guide fellow aspirants to pursue the dream from various corners of the country.

Equipped with an invaluable education at IIT-Kgp and enriched by my business experience with countries like Germany and Japan, I have nurtured this dream of my lifetime - transforming the lives of the citizens of India through creating a caring and conducive socio-economic climate that would tap and develop their individual skills, support their individual needs and better the quality of their lives. And simultaneously spur growth of the economy.

It is critical that every citizen understands the power of relevant education, vocational training and human empowerment. It is equally critical for the participating agencies and individuals to understand, structure and implement the action plans to achieve results. Advocacy and procedural rigor in governance and at the planning level will help create critical momentum for change.

There is no standard formula for success. On the other hand, it is only through expert guidance and localized entrepreneurship and innovation that the envisioned change can become self-propelling.

This document is designed to aid the achievement of the larger objective by placing power and passion both in the hands and minds of those who wish to transform and of those who wish to educate, inform and empower themselves.

We need to generate sparks – through no one in particular but through all those who are interested to commit themselves. We are proactive and believe that this is practical and doable.

A “critical mass of discomfort” (Yash Pal in the NCF 2005) is already mounting pressure on us. And the passion and enthusiasm of a few is bound to create a ripple effect.

We are not daunted by this task nor do we have room for cynicism.

While this book is clear and concise, I would be happy to engage with people who share my views and my commitment.

This book is dedicated to the following Sectors. (Sectors overlap)

1. Youth of India of ages up to 35, about 850 million people.
2. Those working in the MSME's, about 460 million people.
3. Unemployed/Underemployed of ages 14 to 55, about 300 million people.

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9th May 2016

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## FOREWORD

It is my pleasure to write a few comments about the 22<sup>nd</sup> edition of **Transforming INDIA**, an iWatch Publication, which provides interesting insights on issues of great significance for a resurgent India.

This book is a reflection of Mr Krishan Khanna's work experience and knowledge. He lived and worked for many years in countries like Germany and Japan, which were devastated in the 2<sup>nd</sup> World War and subsequently rose to become the 2<sup>nd</sup> and 3<sup>rd</sup> largest world economies. This is where the seeds of his work and passion originated.

I have known Mr Khanna as a brilliant IITian, a successful businessman and a passionate and active social citizen. He went on to work, travel and tie up joint ventures with companies in 13 countries, all of which left a very clear and deep impression on his mind about the fundamental importance of relevant Education followed by Skill-building and Vocational training of the masses. Something very clearly understood and cherished by NIIT, as we believe in human resource development as a prerequisite for the growth of any developing or developed economy.

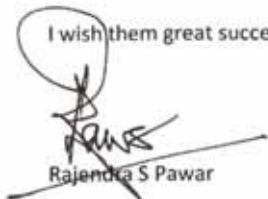
The flexible format of the chapters offers elaborate information, interesting analyses and a vast range of recommendations. All these can be very useful for planners, entrepreneurs, executives and officials engaged in the task of dealing with India's growth and transformation.

Each of the four areas - Governance, Education, Economy and Vocational Training & Employment - is covered in detail, with nuggets of information which are normally difficult to find in one document. The underlying theme being always focused on the empowerment of the people of India.

Mr Khanna and his team are carrying out this difficult task relentlessly since 1993. I believe the older versions of this book are also available in twelve Indian languages so as to communicate with people across the length and breadth of the nation.

The iWatch team needs to be congratulated for putting in this extraordinary effort, year after year !

I wish them great success.



Rajendra S Pawar



# Readers respond to *i Watch*

**Feedback and Response** received from Indian organizations and individuals, during the last ten years has been documented, based on letters and communications received.

A selection of some of these communications has been compiled into a dossier and available for inspection at our office in Mumbai. Some of the feedback is mentioned in the pages below.

In short, we are quite happy about the mindset change and action plans initiated in different parts of India, based on the above strategy adopted by *i Watch*,

- I hope to use some of the wisdom gleaned from your paper in the formulation of my policies of corporate governance.

**N.R. Narayana Murthy, Chairman & Chief Mentor, Infosys**

- The Chamber appreciates the good work *i Watch* has been doing for the benefit of the citizens.

**P.N. Mogre, Secretary General, Indian Merchants Chamber**

- The mission of *i Watch* has been the Mission of Krishan Khanna to innovate and transform where ever he was involved in work or life.

**Dr. P.S. Rana, Chairman & Managing Director, HUDCO**

- We interact with more than 500 NGO's and we must say that we have found *i Watch* a unique and innovative NGO.

**Vinay Somani, Managing Trustee, Karmayog.com**

- We believe in the ideas and suggestions of *i Watch* to bring the policies to optimum benefit for the people of India.

**Anupam Mittal, President & CEO, People group**

- I have not heard of any NGO like *i Watch* which has such a holistic plan for Transforming India.

**Maj. Gen. D.N. Khurana, Director General, All India Management Association.**

- I really appreciate *i Watch's* endeavour in creating awareness, suggesting solutions and action plans, assisting and networking with various stakeholders in the actual implementations of plans towards Educational Reforms and Transforming India.

**Sushma Berlia, President, Education Promotion Society for India**

- They have set out to create a framework for achieving high and sustainable growth for India. For this they are working to build consensus and influence

policy changes. This is indeed a very unique strategy designed to have a far-reaching impact.

**Rajiv Kumar, Chief Economist, CII**

- *i Watch* is doing a wonderful job in making the people understand and specify relevant policy changes required and the importance and need of Good Governance to benefit the people of India.

**Dr. B.P. Dhaka, Secretary General, PHDCC&I**

- As an educationist and HRD consultant I strongly believe that the plan of *i Watch* for training 95% of the youth in 3000 areas of Vocational education is most innovative. If implemented, it would prove to be a major solution for the unemployment problem in India

**Prof. Rooshikumar Pandya, International Management Guru**

- I have read with interest your book titled, *Transforming India*, and would like to convey my compliments to you for the very useful studies and suggestions contained in this. I have no doubt that the issues raised and the recommendations made are of immense value.

**B.N. Yugandhar, Member Planning Commission**

- Regarding Good Governance, I look forward to having detailed discussions with you to follow-up on some of the suggestions contained in your book, *Transforming India*.

**M. Damodaran, Chairman & Managing Director, IDBI**

- I am aware of the good work being done by *i Watch*. I have noted your views regarding good governance, training and employment.

**M. Venkaiah Naidu, President, BJP**

- Please keep up the good work.

**Dr. Natarajan - Chairman, All India Council for Technical Education**

- I was very impressed with your whole program and your efforts to elevate India.

**Babu Khalfan, NRI based in USA**

- The vision with which *i Watch* has been set up is indeed a very timely effort for better governance. We would be glad to be associated with your foundation.

**Deepankar Sanwalke, Executive Director, KPMG**

- At the outset, let me congratulate you on all your presentations and I feel happy and honoured that you have shown interest in our working together on

# Readers respond to *i Watch*

vocational education and training. I can see the potential.

**Prof. Rupa Shah, Vice Chancellor, S.N.D.T. Women's University**

• We welcome you as a founder member of the IC Centre for Governance. The executive committee members of the Centre are impressed by the choice of your core issues and the action plans outlined.  
**Prabhat Kumar, Former Cabinet Secretary & President, IC Centre for Governance**

• Reference your discussions with our Chief Secretary, we will be glad if you hold interactive sessions on Good Governance & Effective Administration for all senior and middle level officers, numbering about 450 of the government of NCT, at the Delhi Secretariat.  
**Prakash Kumar, AR & IT Secretary, Govt. of NCT**

• *i Watch* is invited as a part of the expert panel to comment and suggest on the "India and the World 2025" scenarios at the interactive workshop organized by the **World Economic Forum** and **CII. Confederation of India Industry**

• Please accept my congratulations for the good work which you have done. I would like to take this opportunity to wish you all the best in your work and I am sure your publications will bring about awareness and as well play a very educative role in highlighting the issues and as well as focusing on the areas where we need to give greater attention.

**M.V. Rajasekharan, Minister of State for Planning, Planning Commission**

• We would deeply appreciate it if you could kindly spare the time to participate in the Conference on NRI—Civil Society Partnership and guide its deliberations.

**Dr. Abid Hussain, Chairman, Group for Economic & Social Studies**

• I would like to thank you for your support. It has helped us grow into a strong and vibrant organization.  
**Padmini Somani, Director, Salaam Bombay Foundation**

• Your publication makes an interesting reading. I very much appreciate the simplicity and practicality of your approach.  
**K.L. Chugh, Chairman Emeritus ITC Ltd.**

• *i Watch* is doing a wonderful job and the research work you are doing shall give us a lot of inputs for the movement.  
**Sudesh K. Aggarwal, Secretary General, All Indians Foundation**

• I must admit that this is really a very painstaking job and you have amassed a lot of valuable statistics and data. I assure you that with my limited capability I shall try to project your data to all possible forums.  
**P.N. Roy, Chairman, Indo-Asahi Glass Ltd.**

• Your effort to shortlist the maladies looming ominously on our socio-cultural-economic spectrums deserve mention.  
**R.S. Agarwal, Joint Chairman, Enami Group of Companies**

• I critically studied your '**Governance & Administration of India**' paper and came out very deeply impressed and also agitated. It is powerful enough to make everybody sit up and think. It hits the right cord. You have precisely pointed out what ails India.

**Prakash Almeida, Director, Institute for Study of Economic Issues**

• I am sure this book will set all those who receive it thinking and from thinking at least some will go on to take some action to realize the vision you have sketched.

**N. Vittal, Central Vigilance Commission, CVC**

• Your perception is superb, ideas are original and some of the statistics are mind boggling. I wish your ideas get a much wider coverage through the all-India media.

**H. N. Dastur, Executive Director, Bhartiya Vidya Bhavan**

• When awareness is there, the action will also take place and in this crusade I and many Indians are with you. Keep it up.

**Sushil Gupta, Past District Governor, Rotary District 3010**

• I assure you that I will continue to do whatever is within my power to pursue the **one point agenda** as in your letter.

**George Fernandes, Defense Minister, Government of India**

• We feel privileged on account of your having favoured us with your valuable experience.  
**Air Commodore Amrit Lal, Executive Director, Indian Society for Training & Development**

• I appreciate your viewpoints expressed in the note and would invite more ideas and pragmatic exercises which can help to develop society in the right direction.  
**Suresh Prabhu, Minister Railways, Govt. of India.**

# Presence of *i Watch* at National & International Events



Global HR Forum, Seoul, South Korea

CII-CSR Annual Conference, Chennai, India



NGO Partnership, London, UK



PAN IIT Annual Conventions, Santa Clara, Tokyo, Singapore, Chicago, Chennai, Mumbai, Noida & New York.



Pravasi Bhartiya Divas, New Delhi, India

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₹ 400

**Transforming INDIA**  
Empowerment of the People of INDIA  
Through Relevant Education & Vocational Training



Dr. Anand Kulkarni, Director, Training  
Department, Government of India  
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# Transforming INDIA

an *i Watch* publication by Krishan Khanna

Published in English and  
twelve Indian Languages

**भारत का कायाकल्प**



Dr. Anand Kulkarni, Director, Training  
Department, Government of India  
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**भारतना परिवर्तनी प्रवृत्ति**



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**भारताचे परिवर्तन**



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**परिवर्तनीय भारत**



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