



By Arun Maira *Member, Planning Commission, Government of India*

My vision

is a **Deep Inclusive Democracy**.

We have the **largest electoral democracy** in the world.

But we do not have the **deepest democracy** yet.

Accountable Government is government **Of the People and For the People**
but **deeper democracy** is **Government By the People** too.

A democracy where **citizenship is not merely the right to vote** members of assemblies.

But a democracy in which **citizenship is also the active management by people** of their
own affairs in their communities and local bodies.

Not an **election time democracy**, but a deliberative democracy in which **citizenship is the
right to understand the rules, and to shape the rules** by which society governs itself

My vision of India is an **Inclusive Economy**

Inclusion **not by Handouts and Redistribution**

But inclusion **by opportunity to contribute** to the creation of growth



Therefore my vision is a country of
Businesses for the People,
By the People, and Of the People

For fuller inclusion,
we need innovations to provide affordable
and accessible goods and services,
especially at the
bottom of the economic pyramid.
This is the business opportunity for
profit at the bottom of the pyramid
that many entrepreneurs are recognizing.

This is Business For the People

But this does not address the
root cause of poverty

People are poor, and cannot afford to pay
much, because they do not have
incomes

They need jobs and incomes to lift them-
selves out of poverty.

Therefore they must be engaged in the
processes of producing goods and
services for themselves and others.

And therefore we need innovations in
production models that provide
more jobs,

so that Business is By the People too.

Employees in enterprises owned by oth-
ers have incomes, but do not share in
the creation of wealth,

the fruits of which go entirely to the owners.



Arun Maira is a Member of the Planning Commission. In this ministerial level position, he is responsible for facilitating the shaping of policies and programmes relating to industrialisation and urbanisation in the country, and tourism.

He has a combination of hands-on leadership experience, consulting experience to leadership teams internationally, and thought-leadership as an author and speaker on the subjects of leadership and organisation transformation.

Arun Maira was a member of the Tata Administrative Services and worked in several senior positions in the TATA Group in India and abroad for 25 years until 1989. Prior to his appointment on the Planning Commission, Arun Maira has served on the boards of several large Indian companies, including companies in the Tata, Birla, Godrej, Hero, and Mahindra Groups. He has been a Member of The Confederation of Indian Industry's (CII) National Council for many years, as well as Chairman of several of CII's National Councils and Chairman of CII's Leadership Summit.

Arun Maira has advised clients across a wide variety of industries and in many countries on issues of strategy and organisation. He has worked with clients in North America, Europe, South America and Asia in industries ranging from automobiles, steel, and oil, to pharmaceuticals, and financial services. He has also advised Governments and international agencies on leadership processes to accelerate development.

Arun Maira was born in Lahore on 15 August 1943. He received his M.Sc. and B.Sc. in Physics from St Stephen's College, Delhi University.



For a fuller inclusion in the benefits of growth,
we need more enterprises in which the producers and workers share the wealth
creation too because they are also owner/s of enterprises.
This requires innovations in enterprise design and governance models
to shape Businesses Of the People.

In my vision,

India which is a country of over a billion democrats
will also be a country of hundreds of millions of capitalists.
Indeed this was Mahatma Gandhi's vision.
His charkha was a symbol.

In his vision for India,

all people would be producers of goods and services that the community and the market
need. They would be earners and also owners of their enterprises, even if tiny.

In my vision,

India will also be what Gurudev Tagore envisioned:
a country not divided into fragments
by narrow domestic walls.

Let us be less argumentative and more cooperative.

Let us strive together

towards the heaven of freedom:
a country in which every citizen has all three freedoms:
political, social, and economic freedom.

My vision of India can be summarised as
a Productive Socialism or a Democratic Capitalism.

It is a vision of a fully Inclusive India
through a rich blend of DICE:
Democracy, Innovation,
Capitalism, and Entrepreneurship.

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