

METROs

**MEASURABLE
TIMEBOUND
REAL OUTCOMES**

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India took 61 years to become a USD 1 trillion economy, in 2008. It then took just 7 years to become a USD 2 trillion economy by 2015. Now there is talk of India becoming a 5 trillion dollar economy by 2025. If India wants to continue to grow rapidly, without destroying the environment, then it must set itself Measurable Timebound Real Outcomes in several areas – we call these MeTROs. Apart from setting these targets, there must be an empowered individual who is highly driven and capable to deliver on these outcomes. I will give 2 examples one good and one bad.

Lets start with the good:

Nandan Nilekani was empowered and capable and a complex project like Aadhaar was made a reality in a relatively short time. While Clean Air has been a significant problem for many years in Indian cities, we

have made no significant real progress. I am here today to specially talk to the leaders in this room and all residents of India, especially the youth, to demand MeTROs and to seek out driven and capable people to deliver on these MeTROs.

MEASURE



RIGHT MEASURES



SIMPLE CONSENSUS MEASURES

There is an excellent recent book called Measure What Matters by John Doerr, who is a legendary venture capital investor. His firm was the first investor in Google and Google uses the methods outlined in this book to deliver MeTROs. The essence of the book is that the measures should be clear and simple. For air quality, there is a simple consensus measure that has been adopted globally and that should be used. There is little point in trying to say India is different and needs different measures.

TIMEBOUND....



B-HAG
BIG HAIRY AUDACIOUS GOALS

KILLER AIR	
<i>Estimated health impacts of air pollution in Delhi</i>	
● Premature mortality: 7,350 to 16,200	● Cardiac hospital admissions: 6,700
● Chronic bronchitis in adults: 53,500	● Asthma attacks: 6 million
● Acute bronchitis in children: 391,000	● Days with restricted activity: 51 million
	● Days with respiratory symptoms: 244 million

HIGH COST OF DELAY

My husband, Sanjay, who is in the audience, and I, were founding employees of PayPal, which today is a 100 billion dollar market cap company. Sanjay was on the management team and recalls that even before PayPal had moved one dollar, the management team had set an aspirational goal of some day moving 1 trillion USD annually. 18 years later, PayPal moves around 600 billion dollars annually. The 1 trillion dollar goal was aspirational, such aspirational goals are called B-HAGs – Big Hairy Audacious Goals. On Clean Air, the aspirational goal for India must be not only to have acceptable air quality but to have GOOD air quality. If we do not dream big, we will never achieve big. Dreaming big is not enough- in 1971 Indira Gandhi said Garibi Hatao and 47 years later, poverty still exists. You have to execute towards the aspirational goal in a timebound manner. We all know the high cost of

delay in the case of clean air – the delay has caused deaths and sub-optimal health outcomes for many.

REAL OUTCOMES....



**OUTCOMES NOT
PROCESSES**



**NO GAMING – REAL INDICATORS
ONLY**

There used to be a website called Performance.gov.in which tried to set goals for ministries. This was called the RFD document or the results framework document. In this document, a lot of processes were measured and the weightage to real outcomes was very little. Thus a ministry could get an excellent score because they created policies and cut ribbons without delivering real outcomes. We need to get back to a system of setting and measuring real outcomes. Just as the CEO of a private company has to deliver results, inspite of several things the CEO does not control, the empowered person must deliver results. In case they do not deliver results, they should be moved out to non critical areas in case they cannot be dismissed.

Administrative reforms have long been talked about – it is probably time for a residents grassroots movement that

could be called India for MeTROs. In the past there have been movements like India Against Corruption, or India Against Rape. We need a positive movement which is not against anything but for OUTCOMES. The aim should be to blame no one as we do not gain by assigning blame. The aim should be to inspire everyone to deliver real and not fake results. Everyone should work with the empowered person to help them deliver results. Platforms such as Wikipedia Bitcoin and open source software development could be models for a leaderless movement which enables India to deliver MeTROs in several areas.

REAL OUTCOMES....



ENABLING GOVERNMENT,
REGULATORS AND JUDICIARY



ENTREPRENEURSHIP

CHALLENGE ENTREPRENEURS
TO DELIVER METROS

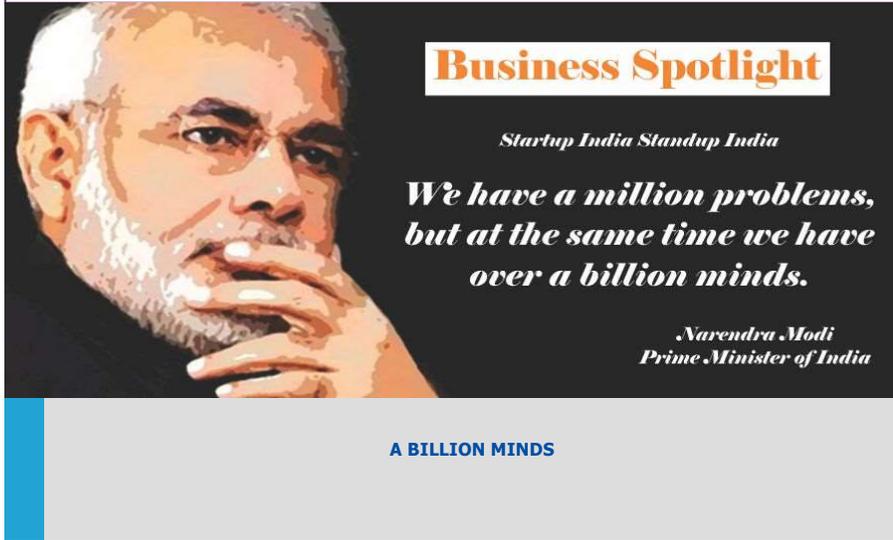
We lived in the US for many years and returned to India in 2004. USA is very much like India with differing political agendas and independent institutions. The main difference that we noted was that when it came to matters of national interest, all stakeholders were aligned.

A company like PayPal would not exist today if the ecosystem in 1999 was not supportive. One week after X.Com, which later became PayPal, launched Elon Musk got a call that the vice chairman of the FED was visiting Silicon Valley and would like to meet Elon Musk. Elon took Sanjay for the meeting. The vice chairman of the Fed, Roger Ferguson, met them for just 10 minutes. Elon and Sanjay were amazed that the Federal Reserve even know that x.com even existed as at that time Elon was a no-name and X.com was one of 1000s of startups. Roger said

that a young staffer at the Fed, whose task it was to look for interesting companies, had pointed out X.com to Roger and Roger had himself signed up and actually moved money. He told Elon and Sanjay that he know what X.com was doing but wanted to know what the plans were. When he heard that X.com wanted to disrupt online payments in a positive manner, he said that though this was off the record and could not be quoted, that PayPal had a friend in Washington. He said that the FED had been trying to get the banks to do this kind of disruption for over 20 years but they had kept saying it was not possible. The friend enabled PayPal to operate without a license for over 2 years. Banks and Visa and Mastercard complained to regulators and the judiciary, but they were told to not complain but compete. The reason USA produces global companies is in large measure due to the enabling eco-system that they provide entrepreneurs.

The Govt, regulators and judiciary realise that if they create an enabling environment that is competitive, entrepreneurs will innovate and deliver MeTROs. They do not see it as their job to innovate – they see their job as enablers of innovation.

REAL OUTCOMES....



Business Spotlight

Startup India Standup India

*We have a million problems,
but at the same time we have
over a billion minds.*

*Narendra Modi
Prime Minister of India*

A BILLION MINDS

I hope that some of you have been inspired and want to brainstorm on how we can make India for Outcomes a reality. If you would like to interact on this my email is anita@bharosaclub.com.

I would like to end by leaving a challenge for all the brilliant minds here. The challenge is for India in the next decade to create new companies in various sectors that are global and make billions by serving millions. In our mind there is no conflict and there are large positive synergies between doing good and being sustainable.