# India 2035–2047: Ten Strategic Governance Themes for a Viksit Bharat Statecraft - A Founder's Perspective from the Intersection of Policy, Technology and Civilizational Wisdom

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*Abstract*—India's aspiration to become a developed nation by 2047 under the Viksit Bharat vision is reshaping how governance, policy and institutions must evolve over the next two decades. The period 2035–2047 will be a decisive window in which India will transition from incremental reforms to a mission-oriented, thematically integrated statecraft. This paper proposes a ten-theme governance framework that reorganises existing ministries, missions and key agencies into future-ready clusters: Knowledge, Research and Innovation; Quantum, Space and Frontier Technologies; Artificial Intelligence, Data and Digital Transformation; Digital Public Infrastructure and Fintech; Enterprise, MSME and Entrepreneurship; Skills, Employment and Future Workforce; Climate Resilience, Green Energy and Sustainability; Water Security, Sanitation and Urban Infrastructure; Culture, Heritage and Creative Economies; and Health, Wellness and Quality of Life. The analysis draws on official policies, mission documents and institutional mandates, and maps entities such as the Anusandhan National Research Foundation (ANRF), NITI Aayog, IndiaAI Mission, National Quantum Mission (NQM), Ministry of New and Renewable Energy (MNRE), Ministry of Jal Shakti, Ministry of Environment, Forest and Climate Change (MoEFCC), and others into this thematic architecture. The paper argues that India's governance effectiveness by 2047 will depend less on rigid ministerial silos and more on these integrative themes, supported by digital public infrastructure and federal collaboration. The framework is intended to guide policymakers, industry leaders, universities and civil society organisations in aligning their long-term strategies with India's Viksit Bharat horizon.

*Index Terms*—Viksit Bharat 2047 governance themes, India 2035–2047 statecraft, India future governance framework, Strategic governance themes India, Viksit Bharat 2047 policy roadmap, ANRF, NITI Aayog, IndiaAI Mission, AI governance, NQM India, Digital Public Infrastructure, UPI, MSME Udyam, Atmanirbhar Bharat, Skill India, NEP 2020, Indian Knowledge Systems, MNRE, Green Hydrogen Mission, Jal Shakti Abhiyan, Jal Jeevan Mission, Smart Cities Mission, ASI Heritage, Ayushman Bharat Digital Mission, CoWIN

## I. INTRODUCTION

1.1 India's Viksit Bharat 2047 Horizon: The Government of India has articulated the vision of "Viksit Bharat 2047" as a comprehensive roadmap to transform India into a developed nation by the centenary of independence. This vision combines economic goals such as a 30–40 trillion-dollar economy and high per capita income with social objectives like zero extreme poverty, strong human development indicators and inclusive growth. National consultations, MyGov campaigns and multiple working papers have been launched to gather citizen inputs and expert perspectives on this long-term trajectory.

1.2 Fragmentation and the Need for Thematic Statecraft: India's current administrative architecture is organised around line ministries and departments, each responsible for sector-specific policy, regulation and programme implementation. While effective for traditional governance, this structure struggles with cross-cutting challenges such as climate change, digital transformation, demographic shifts and emerging technologies that span multiple ministries simultaneously. Over the last decade, India has increasingly relied on mission-mode initiatives—such

as Digital India, Atal Innovation Mission, Ayushman Bharat, National Solar Mission and others—which cut across institutional boundaries and demand more integrated statecraft. This paper argues that, by 2035–2047, effective governance will require an explicit shift towards thematic, mission-oriented clusters that can orchestrate multiple ministries, agencies and levels of government around shared strategic objectives.

1.3 Objective and Research Question: This paper is conceptual and futures-oriented. It seeks to answer the question: What are the ten strategic governance themes that will dominate Indian statecraft between 2035 and 2047, and how can existing ministries, missions and agencies be mapped into this future architecture? The purpose is not to provide econometric forecasts but to offer a structured thematic lens that policymakers, industry, academic institutions and civil society can use for long-term planning aligned with Viksit Bharat 2047.

## II. METHODOLOGY AND FRAMEWORK

2.1 Policy Corpus and Data Sources: The analysis is based on a desk review of official government documents, mission statements and institutional websites, supplemented by high-quality policy explainers and current affairs sources. Key references include:

- Anusandhan National Research Foundation (ANRF) framework and related DST notes.
- NITI Aayog composition, objectives, annual reports and ten-year review.
- IndiaAI Mission announcements, AI ecosystem briefs and India-AI Impact Summit documents.
- National Quantum Mission (NQM) guidelines and overviews.
- Digital Public Infrastructure (DPI) and India Stack analyses.
- Renewable energy and green hydrogen policy updates from MNRE.
- Water and urban infrastructure documents (Ministry of Jal Shakti, Smart Cities Mission).
- Culture and heritage reforms including ASI, NCF, digitisation and IKS initiatives.
- MSME and entrepreneurship policy including Udyam, CGTMSE, PMEGP, and Atmanirbhar Bharat measures.

- Skill India restructuring, NEP 2020 implementation and skilling ecosystem.

2.2 Analytical Approach: The paper follows a three-step analytical approach; First, an inventory of major ministries, departments and flagship missions was compiled, focusing on those with significant impact on India's long-term development trajectory. Second, these entities were clustered into ten future-oriented governance themes based on their mandates, instruments, shared goals and functional overlaps. Third, key agencies and missions (such as ANRF, NITI Aayog, IndiaAI Mission, NQM, MNRE, Jal Shakti, MoEFCC, Ministry of Culture, Ministry of MSME, and Ministry of Health) were mapped into these themes, treating them as building blocks of an emerging thematic statecraft.

2.3 Scope and Limitations: This is not a quantitative impact study. It does not estimate numeric outcomes but instead constructs a conceptual framework grounded in current policies, institutional designs and public commitments. Policy instruments may evolve, new institutions may emerge and existing bodies may be restructured over time; the ten-theme framework is therefore intended as a living lens that can be periodically updated rather than a fixed blueprint.

## III. TEN STRATEGIC GOVERNANCE THEMES

Each of the following ten sections presents one governance theme expected to shape India's statecraft in the 2035–2047 period. For each theme, a vision statement is provided along with key institutions, flagship missions and strategic implications.

3.1 Knowledge, Research and Innovation Ecosystem Vision 2035–2047: India becomes a globally competitive, knowledge-driven economy with research and development expenditure approaching three per cent of GDP, dense industry–academia linkages, and strong domestic intellectual property creation.

Key Institutions: The Anusandhan National Research Foundation (ANRF) is envisaged as an apex body to fund and coordinate research across universities, laboratories, private sector and non-profit organisations, consolidating and restructuring earlier mechanisms such as the Science and Engineering Research Board. The Department of Science and Technology (DST), Council of Scientific and Industrial Research (CSIR), Indian Council of

Agricultural Research (ICAR), Indian Council of Medical Research (ICMR) and Department of Biotechnology (DBT) remain central science agencies. The Ministry of Education, together with the University Grants Commission (UGC) and All India Council for Technical Education (AICTE), governs higher education institutions and related research ecosystems. NITI Aayog functions as a national think tank and innovation platform with roles in promoting Atal Innovation Mission and SDG-related research.

Flagship Initiatives: The ANRF Act 2023 aims to create a consolidated research funding architecture and mobilise significant private sector contributions to R&D. DST's Research, Development and Innovation (RDI) Scheme targets higher technology readiness levels with a large corpus to push lab-to-market transitions.

Strategic Implications: This theme highlights the need for a unified research strategy across disciplines, better industry–academia collaboration, and stronger incentives for private R&D. The ANRF-centred framework can turn India's demographic advantages into innovation capacity if governance aligns funding, autonomy and accountability effectively.

3.2 Quantum, Space and Frontier Technologies

Vision 2035–2047: India positions itself among the leading nations in quantum technologies, space economy and other frontier domains, with a large indigenous deep-tech base for civilian and strategic applications.

Key Institutions: The National Quantum Mission (NQM) is a national programme with four Thematic Hubs hosted largely in premier institutions, focused on quantum computing, quantum communication, quantum sensing and quantum materials. The Indian Space Research Organisation (ISRO), the Indian National Space Promotion and Authorisation Centre (IN-SPACe) and New Space India Limited (NSIL) form the backbone of the space ecosystem, with a growing role for private sector participation. The Defence Research and Development Organisation (DRDO) drives frontier research in strategic technologies, including advanced materials, semiconductors, AI-enabled systems and hypersonics.

Flagship Initiatives: The NQM targets the development of medium-scale quantum computers, secure quantum communication networks and advanced quantum sensors over an eight-year horizon. India's space policy aims to expand the country's space economy significantly, with projections of a fivefold growth by 2033 and explicit encouragement for space start-ups and private launch capabilities.

Strategic Implications: Quantum and space technologies will influence national security, communications, climate monitoring, navigation, finance, and future computing. A coordinated governance approach that connects NQM, ISRO, DRDO, DST and industry is essential to leverage these technologies for both strategic autonomy and economic competitiveness.

3.3 Artificial Intelligence, Data and Digital Transformation

Vision 2035–2047: Artificial intelligence and data systems become central to governance, industry and societal functioning, deployed in a safe, inclusive and culturally grounded manner.

Key Institutions: The IndiaAI Mission, under MeitY and associated structures, is designed to build compute infrastructure, AI innovation centres, public datasets platforms, application development programmes, future skills, start-up financing and Safe & Trusted AI frameworks. NASSCOM and Software Technology Parks of India (STPI) act as key ecosystem enablers through incubation, capacity-building and industry networks. The India-AI Impact Summit process defines a Seven Chakras framework that addresses human capital, inclusion, safe AI, resilience and efficiency, science, democratised resources and economic development through AI.

Flagship Initiatives: IndiaAI plans include large-scale GPU compute capacity, a network of AI Data Labs across the country, and financing mechanisms for AI start-ups with global partnerships. The Safe & Trusted AI working groups focus on standards, governance and ethics for AI deployments.

Strategic Implications: AI and data governance will be critical for sectors such as health, agriculture, education, logistics and public administration. India's emphasis on multilingual, culturally sensitive and frugal AI models positions it as a potential leader in AI for the Global South, but this also demands stringent safeguards on privacy, bias and accountability.

3.4 Digital Public Infrastructure and Fintech Revolution

Vision 2035–2047: Digital Public Infrastructure (DPI) becomes the core operating system of governance and economy, enabling paperless, cashless and presence-

less interactions at scale domestically and internationally.

Key Institutions: India Stack comprises foundational DPI layers including Aadhaar for identity, Unified Payments Interface (UPI) for payments, DigiLocker for digital documents, and the Account Aggregator framework for consent-based data sharing. The National Payments Corporation of India (NPCI) operates UPI and related railroads, while the Reserve Bank of India (RBI) regulates payment systems and pilots central bank digital currency. MeitY oversees the technical and policy dimensions of DPI, while UIDAI manages Aadhaar.

Flagship Initiatives: India's DPI has enabled billions of monthly UPI transactions, wide adoption of Aadhaar-based authentication, and deep integration of digital payments in everyday economic life. DPI components underpin health (Ayushman Bharat Digital Mission), education (DIKSHA) and agriculture (nascent Agri Stack), and India actively promotes DPI as an exportable model.

Strategic Implications: DPI is both an enabler of efficient public service delivery and a strategic asset in global digital governance. The main challenges lie in ensuring data protection, cyber resilience, interoperability and equitable access across regions and socio-economic groups.

3.5 Enterprise, MSME and Entrepreneurship Ecosystems

Vision 2035–2047: Micro, small and medium enterprises (MSMEs) and start-ups form a dynamic backbone of a self-reliant, export-oriented economy, with high levels of formalisation, productivity and innovation.

Key Institutions: The Ministry of MSME manages Udyam Registration, Champions portal, credit guarantee schemes and capacity-building programmes. Startup India, under the Ministry of Commerce and Industry, along with SIDBI and NITI Aayog, supports the broader start-up ecosystem. These structures interface with banking and financial institutions to provide credit, equity and guarantee support.

Flagship Initiatives: Key schemes include Udyam registration for formalisation, CGTMSE for collateral-free loans, PMEGP for employment-focused enterprises and the MSME Credit Card scheme for micro-entrepreneurs. Atmanirbhar Bharat announcements and Production Linked Incentive (PLI) schemes amplify the manufacturing and export potential of specific sectors.

Strategic Implications: Formalisation, access to finance, digitalisation and integration into global value chains will define MSME sustainability. Policy must balance ease of access with financial discipline and target support to sectors with high employment and export multipliers.

3.6 Skills, Employment and Future Workforce

Vision 2035–2047: A continually upskilled workforce is able to participate in and shape the fourth industrial revolution, with vocational and academic pathways integrated under a lifelong learning paradigm.

Key Institutions: The Ministry of Skill Development and Entrepreneurship oversees the Skill India Mission, including Pradhan Mantri Kaushal Vikas Yojana (PMKVY), apprenticeship schemes and Jan Shikshan Sansthan. The National Skill Development Corporation (NSDC) and Sector Skill Councils develop standards and support skilling partnerships. The Ministry of Education and regulatory bodies implement NEP 2020 provisions on vocational education and credit-based learning.

Flagship Initiatives: Recent cabinet decisions have approved the continuation and restructuring of the Skill India Programme to align skilling with emerging sectors such as AI, green technologies, logistics and healthcare. NEP 2020 emphasises vocational exposure, multiple entry/exit and integration of skills into mainstream education.

Strategic Implications: To harness the demographic dividend, India must align skilling with demand-side signals from industry, including AI, quantum, space, renewable energy and urban services. The skilling ecosystem has to address both unemployment and underemployment, particularly among youth and women.

3.7 Climate Resilience, Green Energy and Sustainability

Vision 2035–2047: India progresses rapidly towards its net-zero commitments, with a large share of renewables in its energy mix, climate-resilient infrastructure and leadership in green technologies such as hydrogen and storage.

Key Institutions: The Ministry of New and Renewable Energy (MNRE) leads renewable energy deployment, including solar, wind, small hydro and bioenergy. The Ministry of Environment, Forest and Climate Change (MoEFCC) anchors climate policy, environmental

regulation and biodiversity conservation. National missions such as the International Solar Alliance (ISA), National Green Hydrogen Mission and Mission LiFE embed climate concerns across sectors.

Flagship Initiatives: India's renewable energy capacity has crossed 200 GW, with ambitious pipelines and tenders targeting 500 GW by 2030, while the Green Hydrogen Mission aims at large-scale production and export. Mission LiFE promotes lifestyle changes for sustainability, and coastal and ecosystem restoration programmes such as MISHTI reinforce resilience.

Strategic Implications: Climate resilience will shape investment decisions, infrastructure planning and international relations. Incentives, regulations and financial instruments such as green bonds and carbon markets will be crucial to align private capital with climate goals.

3.8 Water Security, Sanitation and Urban Infrastructure

Vision 2035–2047: India becomes water-secure and achieves high-quality sanitation and urban infrastructure, with smart cities and resilient settlements providing a high standard of living.

Key Institutions: The Ministry of Jal Shakti unifies water-related functions including drinking water, irrigation, river development and Ganga rejuvenation. Flagship programmes include the Jal Jeevan Mission, aiming to provide functional household tap connections in rural areas, and the Jal Shakti Abhiyan: Catch the Rain for water conservation. The Ministry of Housing and Urban Affairs leads the Smart Cities Mission, AMRUT and related infrastructure projects.

Flagship Initiatives: Smart Cities projects have deployed Integrated Command and Control Centres (ICCCs), IoT-based utility management and e-governance platforms across multiple cities. The Jal Shakti Abhiyan promotes watershed management, rainwater harvesting and community-led water conservation.

Strategic Implications: Urbanisation and climate change increase pressure on water, sanitation and infrastructure systems. Integrated water resource management, circular use of water, and infrastructure designed for climate resilience will be central to sustainable urban and rural development.

3.9 Culture, Heritage and Creative Economies

Vision 2035–2047: India emerges as a global civilisational and cultural powerhouse where heritage, arts and Indian Knowledge Systems (IKS) are integrated with education, tourism and creative industries.

Key Institutions: The Ministry of Culture, Archaeological Survey of India (ASI), National Culture Fund (NCF) and various museums manage tangible and intangible heritage. Recent reforms have opened new PPP models for monument conservation and private sector participation in heritage management. The IKS Division within the Ministry of Education promotes Indian Knowledge Systems in curricula and research. The Ministry of Tourism supports cultural, spiritual and heritage tourism circuits.

Flagship Initiatives: ASI and NCF frameworks now allow corporate and philanthropic funding for conservation with tax benefits, and a list of priority monuments has been identified for adoption. Large-scale heritage digitisation efforts have catalogued antiquities and sites, and AR/VR-based experiences are being piloted. NEP 2020 and subsequent initiatives emphasise IKS across disciplines and encourage research on classical languages, traditional sciences and indigenous practices.

Strategic Implications: Culture and heritage are no longer peripheral sectors but central to soft power, tourism, education and creative industries. Integrating heritage with technology and policy can create new economic opportunities while safeguarding civilisational continuity.

3.10 Health, Wellness and Quality of Life

Vision 2035–2047: India achieves universal health coverage, robust public health systems and a thriving wellness ecosystem that combines modern medicine with traditional knowledge.

Key Institutions: The Ministry of Health and Family Welfare oversees Ayushman Bharat, National Health Mission and disease control programmes. The Ministry of AYUSH promotes Ayurveda, Yoga, Unani, Siddha, Sowa-Rigpa and Homoeopathy domestically and globally. NITI Aayog monitors state health performance through indexes and supports health-related reforms.

Flagship Initiatives: Digital platforms such as Ayushman Bharat Digital Mission (ABDM), CoWIN and eSanjeevani have demonstrated scalable models for digital health records, vaccination management and telemedicine. Nutrition-focused programmes such as Poshan Abhiyaan address malnutrition and related health outcomes. Integrated health models

increasingly explore convergence between AYUSH and mainstream healthcare.

Strategic Implications: Health systems must simultaneously address infectious diseases, non-communicable diseases, mental health, ageing and pandemics, while harnessing digital tools and traditional wellness practices. Investments in health are both social imperatives and economic enablers, affecting productivity and human capital.

## IV. CROSS-CUTTING ENABLERS AND INSTITUTIONAL GLUE

4.1 NITI Aayog as Systems Integrator: NITI Aayog plays a transversal role through its functions in cooperative federalism, SDG localisation, aspirational districts, thematic task forces and knowledge reports. Its ability to convene line ministries, state governments and external experts makes it a natural integrator across the ten themes and a key agent for translating Viksit Bharat 2047 aspirations into coordinated strategies.

4.2 Ministry of Finance and Resource Mobilisation: The Ministry of Finance underpins every theme through budgetary allocations, taxation policies, borrowing strategies, green bonds and incentive design. It is central to mobilising domestic and international capital for green energy, infrastructure, research and social sector investments.

4.3 Digital Public Infrastructure as Governance Fabric: DPI and India Stack provide the digital rails that connect identity, payments, data and service delivery across themes, from health and education to subsidies and urban services. Ensuring the resilience, security and inclusiveness of this fabric is essential to the success of the broader governance architecture.

4.4 Federalism and States as Innovation Labs: Many innovations in education, health, climate policy and digital governance originate at the state level and are later scaled up nationally. NITI Aayog's documentation of best practices and ranking systems encourages healthy competition and learning among states. In the 2035–2047 period, India's thematic statecraft will depend on how effectively central and state governments co-design and co-implement missions.

## V. IMPLICATIONS FOR POLICY, INDUSTRY AND CIVIL SOCIETY

5.1 Implications for Policymakers: Policymakers can use the ten-theme framework to design missions, allocate budgets and monitor progress in a more integrated way. Inter-ministerial committees, joint secretariats and mission boards can be organised around these themes to overcome silos and align efforts. This thematic lens also helps in evaluating trade-offs and co-benefits across climate, growth, equity and innovation objectives.

5.2 Implications for Industry and Investors: Businesses and investors can map their strategies, products and portfolios to these ten themes to identify long-term opportunities in areas such as AI, DPI, renewable energy, space technology, MSME digitalisation, health tech and culture tech. Understanding how policies and missions are clustered thematically can improve risk assessment and partnership building with the public sector.

5.3 Implications for Academia, Foundations and Civil Society: Universities and research institutions can align curricula, research programmes and centres of excellence with the themes, strengthening relevance and funding prospects. Foundations and civil society organisations can design programmes that operate at the intersections of themes, such as climate and health, AI and education, or heritage and livelihoods, and engage more effectively with government missions.

## VI. CONCLUSION: TOWARDS A THEMATIC INDIAN STATECRAFT

By 2047, India's effectiveness as a developed, Viksit Bharat will depend on its ability to move from a predominantly siloed ministerial structure to a mission-oriented, thematic governance architecture. The ten themes outlined in this paper—rooted in existing missions, institutions and policy directions—offer one possible framework for understanding and steering this transformation. As AI, quantum technologies, digital public infrastructure, climate realities, demographic trends and civilisational narratives converge, India's statecraft must become more integrative, anticipatory and collaborative. The proposed thematic map is intended not as a rigid prescription but as a tool for reflection and strategic alignment for policymakers, industry, academia and

civil society working toward India's 2035–2047 horizon.

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