



Agrasar Bharat

Turning India's Aspirations into Action



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Foreword

The global economy is entering a period of consequential change. Artificial intelligence is redefining how value is created. The energy transition is reshaping investment decisions. Geopolitical shifts are changing where businesses produce, source and sell. For India, this is not simply a moment to respond to change; it is an opportunity to help shape what comes next.

We begin from a position of strength: economic scale, a large, young and increasingly skilled workforce, world-class digital infrastructure and a vibrant culture of enterprise. But potential, by itself, is not progress. Our place in the global economy will be determined by how consistently we convert these advantages into higher productivity, stronger capabilities and globally competitive businesses.

That will require greater ambition, matched by disciplined execution. Indian businesses must have the confidence to compete across markets, move into higher-value activities and build enduring commercial relationships. Progress in advanced manufacturing, artificial intelligence and clean energy must be supported by reliable infrastructure, skilled talent, research, finance and capable domestic suppliers. At the same time, stronger MSMEs, agricultural value chains and services can ensure that growth is broad-based. Education, skilling and healthcare will be central to enabling more Indians to participate in, and benefit from, this transformation.

The real task is to advance these priorities together. When innovation strengthens industry, when investment creates capability, and when growth expands opportunity, progress becomes more resilient and more meaningful.

This calls for choices that look beyond the immediate. Capital must move towards productive opportunities. Enterprises must be able to invest and scale with confidence. Institutions must provide stability while remaining responsive to change. In this context, Agility, Ability and Accountability are more than principles; they are imperatives. Agility helps us respond to evolving markets and technologies. Ability gives us the talent, enterprise and infrastructure to compete. Accountability keeps our decisions focused on performance and outcomes. Together, they can turn ambition into enduring advantage.

India's 2047 ambition gives us a clear horizon and a shared sense of purpose. Building capabilities takes time. Productivity gains compound through sustained effort. Investment creates lasting value when it is supported by a strong ecosystem. We will need consistency of direction, clarity of intent and the willingness to adapt as the world changes around us.

Agrasar Bharat: Turning India's aspirations into action looks at the next 20 years through this lens. It reflects a simple conviction: India can contribute more deeply to global value creation while building greater prosperity and participation at home. The choices we make and the resolve with which we act on them will shape India's place in the world for decades to come.



Yezdi Nagporewalla
Chief Executive Officer
KPMG in India

Foreword

India's journey towards becoming a developed nation by 2047 will be shaped not only by the scale of its ambition, but by its ability to navigate an increasingly dynamic global landscape. India enters its next phase of development from a position of considerable strength. Significant progress in infrastructure development, digital public infrastructure, financial inclusion, manufacturing and public investment has created a strong platform for growth. The challenge now is to convert this foundation into enduring economic and social outcomes.

Agility is the capacity to anticipate change, respond decisively and reposition for emerging opportunities. It requires institutions, businesses and policymakers to continuously adapt strategies, operating models and delivery mechanisms in response to evolving market realities. For India, this will be critical in unlocking opportunities across strategic sectors including electronics and semiconductors, renewable energy, pharmaceuticals, defence manufacturing, and agriculture and food processing. Sustained leadership in these sectors will depend on the agility of the broader ecosystem to align investment, innovation and policy priorities with future growth imperatives.

Ability represents the collective capacity to execute at scale. It encompasses the talent, technology, infrastructure, institutional capability and innovation ecosystems required to transform policy ambition into measurable impact. Building this capability will require continued investment in research, skilling, entrepreneurship and enterprise development, alongside a sustained focus on strengthening health, education, water, sanitation and rural development outcomes. As global competition intensifies, India's long-term success will increasingly be determined by the quality of its capabilities and the effectiveness with which they are deployed.

Ambition alone does not deliver transformation. Meaningful progress requires a relentless focus on outcomes, transparent measurement and institutional responsibility. The true test of development lies not in the announcement of initiatives, but in their ability to create tangible and sustained public value.

Accountability provides the discipline that connects intent to impact. It ensures that policy decisions, public investments and development interventions are evaluated against clear outcomes and continuously refined through evidence and learning. Government has a pivotal role in shaping enabling conditions through policy, service delivery and institutional stewardship. Equally, industry, investors, academia and civil society contribute capital, innovation, expertise and insight that strengthen execution. Citizens and communities remain central to this process, providing participation, feedback and local context that ultimately determine the effectiveness of delivery. Strong accountability mechanisms foster trust, improve resource allocation and ensure that national priorities translate into real and measurable improvements in economic opportunity, quality of life and societal well-being.

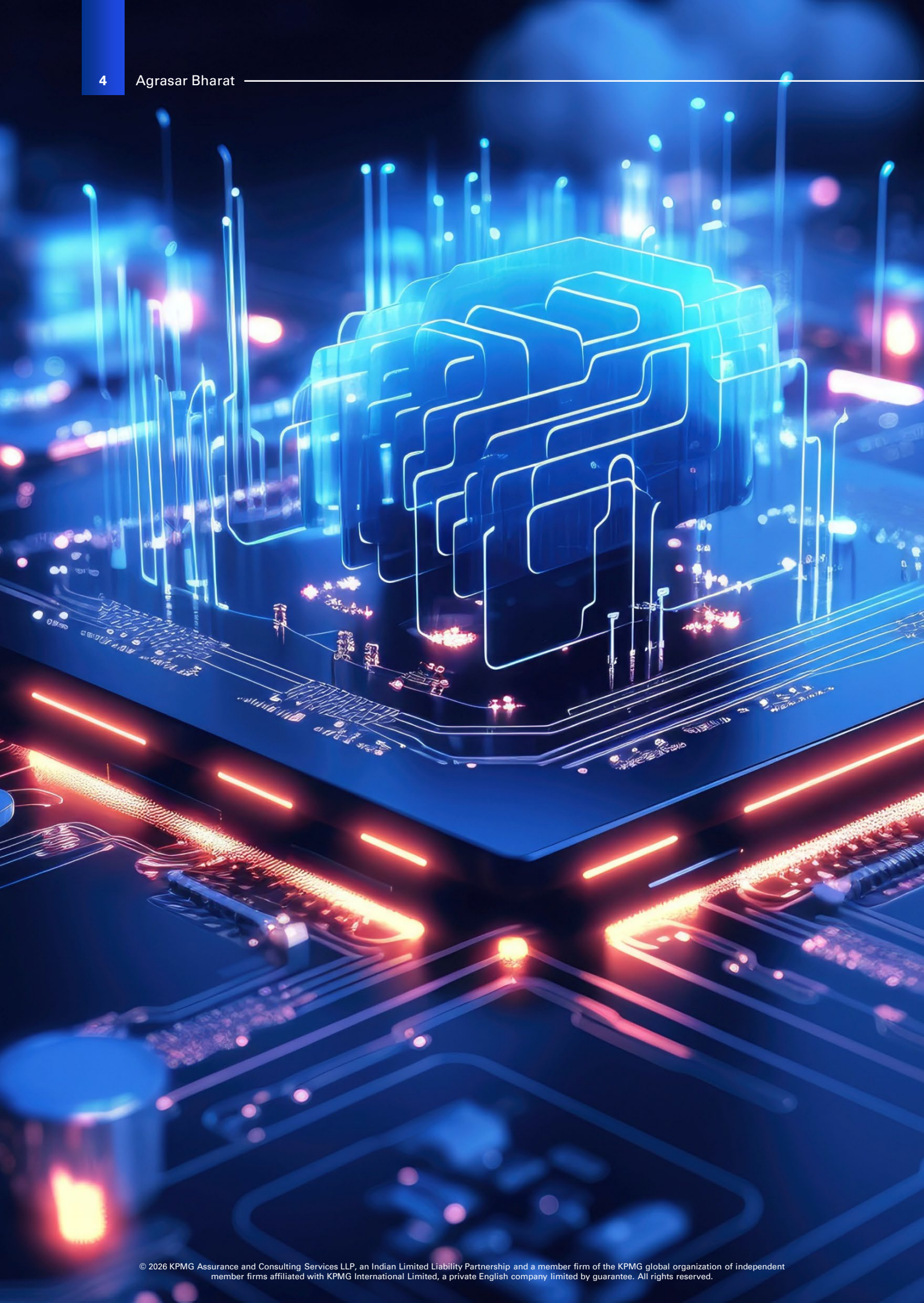
The Agrasar Bharat Imperative

Together, **Agility, Ability and Accountability** provide a practical framework for India's development journey. Agility enables adaptation in a rapidly changing world. Ability equips institutions and ecosystems to execute with scale and excellence. Accountability ensures that effort translates into outcomes and outcomes into lasting impact.

The interaction of these three principles will determine how effectively India converts aspiration into achievement, investment into value, and growth into broad-based and sustainable progress. In that sense, Agrasar Bharat is not merely a development aspiration; it is a call for collective action, institutional excellence and outcome-led transformation.



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01

Executive summary



India's development narrative is entering a new phase. For much of the past decade, the central question was how the nation might realise its aspiration of Viksit Bharat 2047. Increasingly, the question is how fast it can get there. The expansion of access and opportunity has raised the aspirations of citizens, businesses and communities, while geopolitics, technology and changing trade dynamics are reshaping the environment in which India must grow.

India has laid strong foundations in infrastructure, digital public infrastructure, financial inclusion, manufacturing, and public investment. The task for the next phase is to translate these foundations into competitiveness, resilience, innovation and opportunity. This requires a clear organising agenda: Agrasar Bharat, a twenty-year canvas to shape and fuel India's growth story, built around three elements.

Agility is the capacity to respond to change quickly and intelligently, whether

the disruption is geopolitical, economic, technological or climatic.

Ability is the capacity to build and scale new capabilities in capital, technology and people, so that India can compete and lead rather than merely adapt.

Accountability is the discipline of converting ambition into measurable outcomes that citizens can see and experience, sustained by trust in institutions.

These elements are carried forward by three engines of growth: capital-driven growth, technology-driven processes, and people-driven institutions. The central conclusion is straightforward. Agility without ability is improvisation; ability without accountability is unrealised potential; and accountability without agility is process without progress. The three must move together, and they must be embedded into the systems India uses today if the ambitions of 2047 are to be realised.



Introduction: From 'how' to 'how fast'

As India moves towards realising Viksit Bharat 2047, the key narrative is shifting from 'how do we get there' to 'how fast do we get there'. This is a significant change in the national conversation. It reflects confidence in the direction of travel, alongside recognition that global change is accelerating and the margin for slow execution is narrowing.

An environment in flux

Three forces define the context in which India must now grow.

First, **geopolitics** is redrawing strategic priorities, trade relationships and global supply chains. The assumptions that guided economic planning a decade ago can no longer be taken for granted. Nations are rethinking where they source critical inputs, with whom they partner and how much they can afford to depend on others.

Second, **technology** is transforming how economies operate, how institutions function and how people create value. AI, semiconductors, quantum technologies, space, drones, green hydrogen and biotechnology are opening opportunities that did not exist even a few years ago, while also raising difficult questions about security, ethics and trust.

Third, **expectations** are rising. The expansion of access and opportunity over the past decade has raised citizens' expectations of the institutions that serve them. They expect responsive governance, better services, transparency and a visible link between public investment and everyday outcomes.

Foundations built, momentum to sustain

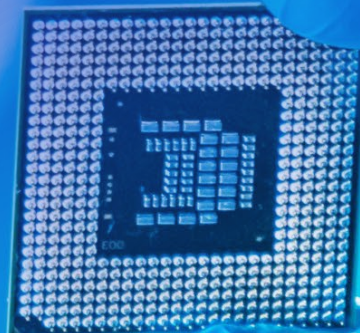
India enters this period from a position of strength. Over the past decade it has established a substantial base for physical infrastructure, digital public infrastructure, financial inclusion, manufacturing and public investment. These are significant achievements, and they provide the platform from which the next phase of growth can be launched.

But foundations are not an end in themselves. The next phase must be about translating them into competitiveness, resilience, innovation and opportunity. A road is valuable when it lowers the cost of moving goods; a payments network is valuable when it widens access to credit; a manufacturing incentive is valuable when it creates enduring industrial capacity. In each case, the measure of success lies in the outcome rather than the input.



02

Agrasar Bharat: From Vision to Execution



A twenty-year agenda

If Viksit Bharat 2047 is the goal, **Agrasar Bharat is a twenty-year canvas to shape and fuel India's growth story**. The term 'Agrasar', meaning to move forward, captures the spirit intended: an India that does not wait for the future to arrive but advances with purpose to shape it. Agrasar Bharat is not a replacement for the national vision. It is the journey towards it, and the discipline required to stay on course.

At its core, the Agenda is about expanding human potential, strengthening institutional and technological capabilities, and creating an ecosystem that enables India not only to adapt to a rapidly changing world, but also to shape and lead it.

Three elements, three engines

The Agenda rests on three elements. **Agility** is the readiness to respond to change. **Ability** is the capacity to build and scale new capabilities. **Accountability** is the commitment to turn ambition into measurable outcomes.

These elements are powered by three engines of growth. **Capital-driven growth** ensures that public and private resources are directed towards productive assets. **Technology-driven processes** raise productivity and improve the delivery of services. **People-driven institutions** ensure that change endures, because it is embedded in organisations that are staffed, led and trusted by capable people.

Element	The core question	Primary engine	What success looks like
01 Agility 	How quickly and intelligently can India respond to change?	Capital-driven growth	A policy and execution system that anticipates disruption, adapts quickly, and keeps investment moving
02 Ability 	Does India have the capabilities to compete and lead at scale?	Technology-driven processes	Deep skills, enterprises, research, and infrastructure that convert potential into competitiveness
03 Accountability 	Are ambitions translating into outcomes that people can, see?	People-driven institutions	Measurable results, transparent governance, and sustained public trust



Six interconnected shifts

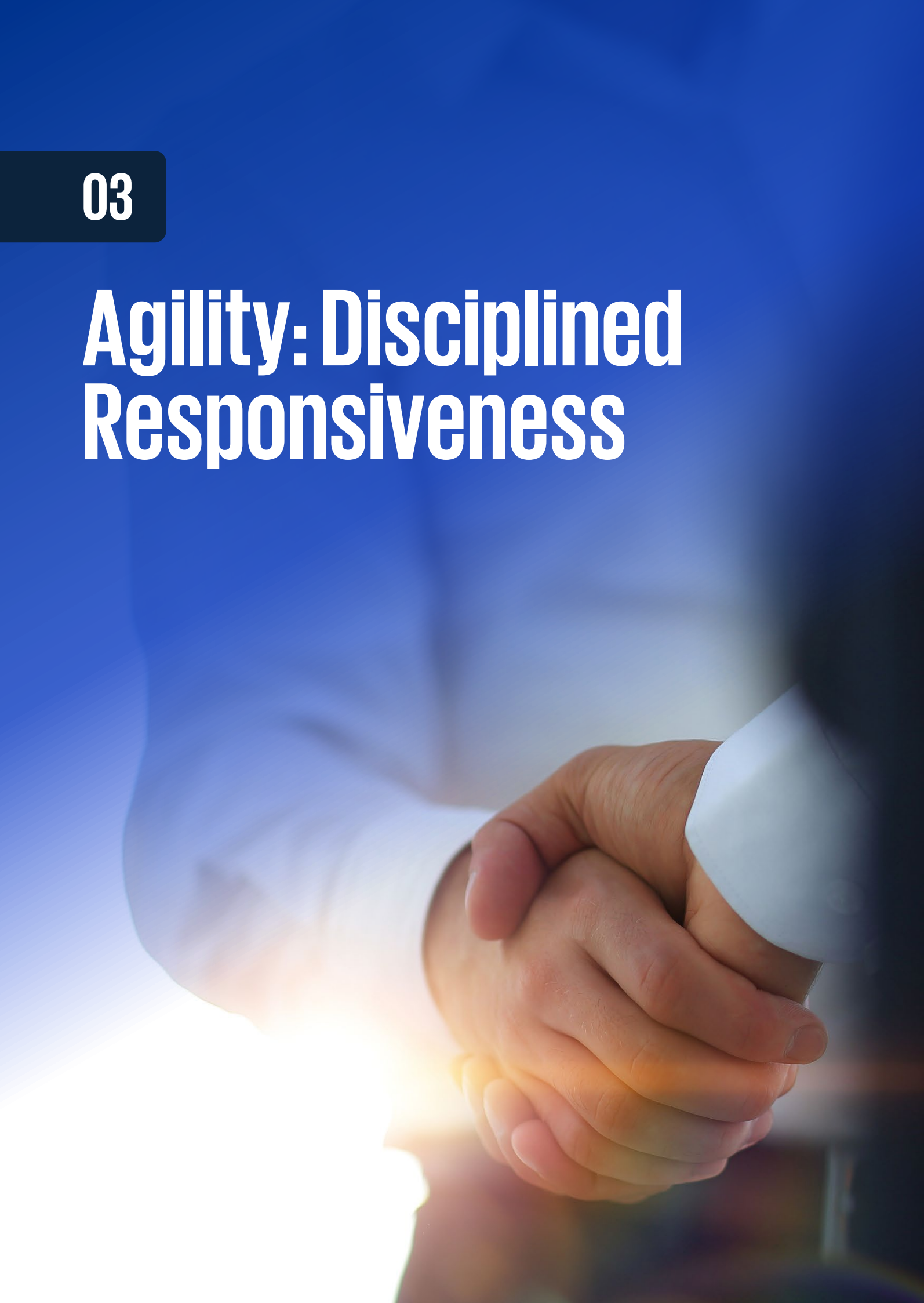
The Agenda can also be understood through six interconnected shifts that describe the capabilities India needs to build, the outcomes it seeks, and the institutional foundations required to sustain progress.

Shift	Description	Principal element
01 From capability to competitiveness	Building skills, manufacturing strength, infrastructure and capital efficiency, and translating them into global advantage	Ability
02 From preparedness to strategic resilience	Anticipating risk, strengthening defence and securing supply chains and partnerships	Agility
03 From innovation to impact	Ensuring that technology delivers productivity, jobs and better public services at scale	Ability
04 From inclusion to opportunity	Widening the geography and the participation of growth, including women, farmers and smaller cities	Ability and Accountability
05 From participation to excellence	Turning demographic strength into talent, achievement and national capability	Ability
06 Building trust and accountability in systems	Making governance transparent, secure, explainable and citizen-centric	Accountability



03

Agility: Disciplined Responsiveness



Why agility matters now

Agility is the first element of 'Agrasar Bharat'. The environment in which India must grow is changing faster than the institutions that govern it. The ability to scan the horizon, interpret signals and act decisively has become a source of competitive advantage for nations as much as for firms.

Agility should not be confused with haste. A nation that changes direction with every shift in the wind risks losing credibility with investors, partners and its own citizens. Agility, as intended here, is **disciplined responsiveness**: a clear sense of long-term direction combined with the institutional flexibility to adjust the route. It requires foresight to anticipate, speed to respond, and resolve to remain consistent on the principles that matter.

'Agrasar Bharat' identifies four arenas in which agility is most needed: (i) Strategic Agility, (ii) Policy and Regulatory Agility, (iii) Operational Agility, and (iv) Agility in Public Institutions that deliver on national priorities.

Strategic agility amid global shifts

Geopolitical shifts are reshaping trade relationships, strategic priorities and global supply chains. In such an environment, nations must strengthen self-reliance while remaining agile enough to respond to rapidly evolving global dynamics. These two objectives are not in conflict. Self-reliance gives a nation room to manoeuvre; agility ensures it uses that room well.

For India, strategic agility has several dimensions.

Diversified partnerships

Deeper trade partnerships and greater participation in international markets enable Indian enterprises to compete globally and strengthen India's position as a trusted economic partner. A broad portfolio of partnerships reduces exposure to any single disruption.

Supply chain resilience

Dependence on a narrow set of suppliers for critical inputs, whether energy, minerals, components or technology, is a strategic vulnerability. Building domestic capacity and securing diverse sources of supply are complementary responses.

Early warning and foresight

Strategic resilience increasingly depends on anticipating disruption rather than responding only after a crisis has emerged. It is about building the foresight, capabilities and partnerships needed to navigate uncertainty while sustaining progress.



Policy and regulatory agility

The second arena is the policy environment. Technology and markets now evolve on timescales of months, while legislation and regulation have traditionally moved over years. This can result in regulatory lag, where innovation outruns oversight, or regulatory rigidity, where established rules constrain new models.

An agile policy environment is designed to address both risks. Its characteristics include:

- **Outcome-oriented regulation** that specifies the result to be achieved and allows enterprises flexibility in how they achieve it.
- **Regulatory experimentation** through sandboxes and pilots, enabling new models to be tested under supervision before wider adoption or restriction.
- **Simplified and decriminalised** procedural requirements that reduce the compliance burden on enterprises, particularly micro, small and medium enterprises (MSMEs), without weakening the protections that matter.
- **Predictability**, ensuring that agility in policy does not create uncertainty for those who must plan and invest.

The objective is a regulatory environment that is responsive by design: able to learn from experience, adjust in light of evidence and act transparently.

Operational agility: infrastructure, supply chains and execution

The third arena concerns the backbone of the economy. Investments in next-generation infrastructure, digital connectivity, logistics and resilient supply chains can enhance efficiency and strengthen India's integration with global value chains. Yet the value of such investments depends heavily on the speed and quality of execution.

Effective capital deployment is central to this effort. Stronger public financial management, faster investment execution and the allocation of resources to productive assets can help convert financial resources into long-term economic capacity. Delays in land acquisition, approvals, utility connections and inter-agency coordination impose cumulative costs: stalled projects, deferred benefits and eroded confidence. Operational agility therefore means:

- integrated planning across agencies and levels of government, with projects designed, sequenced and cleared in coordination;
- digital platforms that provide a consolidated view of project progress, bottlenecks and dependencies;
- standard, repeatable approaches to common project types, shortening timelines and lowering costs; and
- logistics systems that reduce the time and cost of moving goods, thereby improving the competitiveness of Indian exports.



Agility in public institutions

The fourth arena is the state itself. Public institutions must evolve to anticipate change rather than simply respond to it, using technology while keeping citizens at the centre of service delivery. This calls for institutions that are comfortable with iteration: able to pilot, learn, scale what works and retire what does not.

Several practices characterise agile public institutions. They make decisions closer to the point of delivery, supported by timely data. They build cross-functional teams around problems rather than organisational charts. They invest in the continuous learning of their people. And they use feedback from citizens and enterprises as a regular input to improvement rather than an occasional exercise.

The rise of Tier II and Tier III cities offers a practical illustration. These centres are becoming hubs of entrepreneurship, investment, employment and innovation. Supported by modern infrastructure, digital connectivity, strong local institutions and responsive, streamlined governance, they can broaden the geography of growth. Realising this potential depends on local institutions having the flexibility and capacity to respond to local needs, rather than waiting for decisions from distant centres.

The agenda for agility

Priority		Illustrative actions
01	Anticipate 	Institutionalise strategic foresight and scenario planning across ministries, with regular review of trade, technology and supply chain risks
02	Diversify 	Broaden trade and strategic partnerships; secure alternative sources for critical inputs; build domestic capacity in strategic sectors
03	Adapt 	Adopt outcome-based regulation, sandboxes and periodic review of rules; reduce procedural friction for enterprises
04	Execute 	Strengthen integrated project planning, digital monitoring and investment execution; shorten the path from approval to delivery
05	Empower 	Delegate authority to local and sector institutions, backed by data, capability and clear accountability

Agility, in short, is what allows India to turn volatility from a threat into an opportunity. But agility depends on having something to be agile with: skills, enterprises, technology and capital of sufficient depth. That is the subject of the next chapter.

04

Ability: Building Capability at Scale



The capacity to build and scale

If agility is the capacity to respond, ability is the capacity to act with substance. It is the depth of skills, enterprises, technology, infrastructure and capital that allows a nation to compete, innovate and lead. India's economic opportunity lies in building capabilities at scale and translating them into sustainable global competitiveness.

Capital creates capacity. Technology accelerates change. People and institutions determine whether that change lasts. As the logic of the Agenda suggests, none of the three is sufficient on its own.

Capital: converting financial resources into economic capacity

Capital-driven growth has been a defining feature of India's recent development, particularly through sustained public investment in infrastructure. The next question is one of conversion: how effectively financial capital is turned into long-term economic capacity and shared prosperity.

Three priorities stand out:



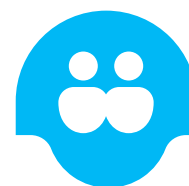
Productive deployment

Improving public finance management and directing resources towards productive assets increase the economic return on every rupee invested. Quality of expenditure matters as much as its quantity.



Execution

Accelerating investment execution reduces the gap between allocation and delivery. Projects that are completed on time and to specification create value sooner and build confidence for the next round of investment.



Crowding in private capital

Public capital can create the conditions in which private investment follows, through predictable policy, bankable project structures and well-designed partnerships. Stronger small businesses and better infrastructure, in turn, open new avenues of economic activity.



Technology: Expanding the pace and reach of progress

Technology will define how fast and how far India moves. It is already changing the way India delivers services, conducts business and interacts with its citizens.

The experience of digital payments is instructive. The Unified Payments Interface (UPI) processed more than 24,161 crore transactions worth around INR 314 lakh crore in FY2025-26, with 55.49 crore users onboarded as of June 2026.^[1] What began as digital payments infrastructure has become part of the everyday economic life of the country. Its significance lies not only in scale, but in what it demonstrates: a well-designed public digital platform, open to innovation by others, can change behaviour across an economy.

The next opportunity is to extend this experience to emerging technologies. Artificial Intelligence (AI), semiconductors, quantum and space technologies, drones, green hydrogen, rare earths, and biotechnology are creating unprecedented opportunities for economic growth, societal progress and global leadership. These technologies will increasingly influence productivity, competitiveness and public service delivery.

The question is whether India can develop the talent, research capabilities, enterprises, data infrastructure and institutions needed to create value from them at scale. This is the shift from innovation to impact. Five building blocks are essential:

- **Talent across research**, engineering, data science, design and the skilled trades that deploy technology in the field.
- **Research and development capacity**, in universities, laboratories and enterprises, together with mechanisms to move discoveries into commercial use.
- **Compute and data infrastructure**, including the secure and well-governed data ecosystems on which AI depends.
- **Enterprises**, from start-ups to established firms, that can build and scale technology products and services.
- **Digital public infrastructure**, which lowers the cost of innovation by providing shared, interoperable platforms.

AI has the potential to enhance human capabilities and unlock new sources of value in manufacturing, healthcare, agriculture, education and governance. Realising that potential will require a strategic focus on each of these building blocks, together with responsible governance frameworks that ensure AI is deployed ethically, securely and inclusively. Technology, after all, is only as valuable as the outcomes it enables.

People and institutions: Sustaining Progress

India's demographic advantage translates into an economic advantage only if its young people have the capabilities, opportunities and pathways to contribute meaningfully to the collective progress. This means thinking beyond conventional education and employment, towards:

- **continuous learning**, so that skills remain relevant as technology and industry evolve;
- **entrepreneurship**, so that young people can create jobs as well as take them up;
- **creativity**, recognising the growing economic value of design, media, entertainment and cultural industries; and
- **new forms of work**, including platform-based, flexible and technology-enabled livelihoods.

¹ UPI completes 10 years, Ministry of Finance, PIB – April 2026

Investment in education, skilling, mentorship, and lifelong learning is the means by which demographic strength is transformed into economic growth, social progress and national competitiveness. Expanding women's participation in the workforce deserves particular emphasis, as does the creation of pathways for farmers, small entrepreneurs and households in smaller towns to improve their earnings and access to essential services.

Institutions are the second half of this equation. The rise of Tier II and Tier III cities as centres of entrepreneurship, investment, employment and innovation demonstrates what becomes possible when opportunity is not confined to a few metropolitan areas. For these cities to realise their promise, they will need modern infrastructure, digital connectivity and local institutions with the capacity to plan, deliver and govern.

Ability is built together

Realising the vision of Viksit Bharat will require collaboration across government, industry, academia, development institutions and the innovation ecosystem. Each brings something distinct: government provides direction, standards and public investment; industry brings scale, capital and market discipline; academia contributes research and talent; development institutions offer convening power and risk-sharing; and the innovation ecosystem supplies new ideas and the energy to test them.

Dimension	Ability objective	Illustrative priorities
01 Capital 	Convert financial capital into productive capacity	Better public finance management; faster investment execution; crowding in private capital
02 Technology 	Create value from emerging technologies at scale	Talent, research, compute, data ecosystems and enterprises; reuse of digital public infrastructure
01 People 	Turn demographic strength into economic strength	Skilling and lifelong learning; women's workforce participation; entrepreneurship and creative industries
02 Institutions 	Ensure change endures	Capable local institutions; cross-sector collaboration; anticipatory and citizen-centric public bodies

Ability, however, is not an end in itself. Capabilities that are not directed towards clear outcomes, or that are not governed with transparency and care, risk being underused or misused. This is the role of the third element of the Agenda.

05

Accountability: Turning ambition into outcomes



Accountability is the element that connects ambition to measurable outcomes. It is the discipline of defining what success looks like, measuring progress with rigour, and holding institutions responsible for delivery. Trust and accountability are essential to the Agrasar Bharat agenda.

The case for accountability is both ethical and practical. Citizens are entitled to know how public resources are used and what they achieve. Investors and enterprises commit capital where rules are clear, applied consistently and enforced fairly. Institutions that measure their performance are also better positioned to improve it.

Trust is the foundation on which citizens, institutions and businesses embrace change, adopt new technologies and participate confidently in the nation's growth journey. Building that requires governance frameworks that are transparent, responsible and resilient by design, supported by clear accountability for delivery. Accountability is therefore a strategic enabler of progress.

Measuring outcomes

Public programmes are too often judged by what has been spent or built rather than by what has changed. A road constructed, a scheme launched or a platform deployed constitutes an output. Outcomes are the resulting improvements that follow like reduced travel times and logistics costs, higher incomes, better learning, improved health, new enterprises and new jobs.

Outcome accountability requires five elements to rest on:

- **Clear, measurable objectives** set at the outset, with defined baselines and timelines.
- **Reliable and timely data**, collected in a way that is credible and, where appropriate, open to independent scrutiny.
- **Regular review**, so that progress is assessed against targets and corrective action is taken early.
- **Clear ownership**, so that responsibility for each outcome rests with identifiable institutions and leaders.
- **Consequences and incentives** that reward delivery and learning rather than activity alone.

Improving public finance management, accelerating investment execution and directing resources towards productive assets are all, at heart, accountability measures. They connect the money committed to the results achieved.



Accountability in the age of AI

AI has the potential to change the way governments make decisions, deliver services and respond to citizens. This is an extraordinary opportunity, accompanied by significant questions of responsibility. As AI becomes embedded in more aspects of public and economic life, there is a pressing need to ensure its responsible, ethical and accountable use.

Accountable AI in government rests on a set of principles:



Transparency and explainability

Citizens and officials should be able to understand how an automated system reaches a decision that affects them and have the means to challenge it.



Security and data protection

Strong data practices, including clear rules on collection, use, storage and sharing, are essential to maintain public confidence.



Fairness and inclusion

Systems should be tested for bias and designed so that they serve all communities, including those with limited digital access.



Human oversight

Accountability for a decision cannot be delegated to a machine. Clear lines of human responsibility must remain.



Sovereignty and resilience

India will need to consider how it secures its own capabilities in compute, data and models, and how it governs digital public infrastructure responsibly.

These principles provide the basis for responsible AI governance, strong data practices and public trust. Without them, adoption risks eroding the confidence on which its benefits depend. With them, India can harness the full potential of technological innovation while upholding democratic values.

Citizen-centric institutions

Rising citizen expectations are placing greater demands on institutions to deliver responsive governance, better services, transparency and trust. Public institutions will need to anticipate citizens' need rather than simply respond, and to use technology without losing sight of the citizen.

A citizen-centric institution design services around users' needs and experiences rather than administrative convenience. It offers simple, integrated and accessible services, whether delivered in person or digitally. It explains its decisions and provides effective means of redress. And it treats feedback as a source of improvement.

The quality of public institutions also depends on their people. Investing in the capability, ethics and motivation of public servants, and equipping them to work with data and new technologies, is a precondition for institutional accountability.

Shared accountability across the ecosystem

The journey towards Viksit Bharat involves government, industry, academia, development institutions and the innovation ecosystem, accountability must be shared. Enterprises are accountable for responsible conduct, transparent reporting and the quality of what they deliver. Academic and research institutions are accountable for the relevance and quality of their work. Development institutions are accountable for the effectiveness of the resources they mobilise. Partnerships among them work best when roles, expectations and measures of success are agreed in advance.

The agenda for accountability

Priority	Illustrative actions	
01 Define outcomes	Set measurable outcome targets for major programmes, with clear baselines, timelines and named owners	
02 Measure and publish	Invest in credible data systems; report progress transparently; enable independent evaluation	
03 Govern technology responsibly	Establish frameworks for responsible AI in government, covering explainability, security, fairness and human oversight	
04 Build citizen-centric institutions	Design services around users; strengthen redress mechanisms; invest in the capability of public servants	
05 Share responsibility	Agree roles and measures of success in partnerships across government, industry, academia and the innovation ecosystem	

Accountability does not slow progress; it sustains it. A nation that inspires trust in its institutions and accountability through its actions are better positioned to accelerate growth, foster inclusion, strengthen resilience and lead confidently in a rapidly evolving world.



05

Agrasar Bharat: Shaping India's Next 20 years



Agrasar Bharat is ultimately about aligning the future India wants to build, and the systems it needs to improve today. The ambitions of 2047 will be determined, in large part, by the quality of decisions, institutions and capabilities that India builds over the next several years.

The returns on doing so are tangible. A future-ready workforce will mean greater productivity and a better quality of life. Better infrastructure and stronger small businesses will open new avenues of economic activity. Increased competitiveness in exports can strengthen India's position in global value chains. Technology can improve both productivity and public services. And stronger, more resilient institutions can ensure that these investments translate into outcomes that all Indians can see and experience.

The opportunity lies in bringing these elements together: **capability for competitiveness, preparedness for resilience, innovation for impact, inclusion for opportunity, and participation for excellence.** Trust and accountability must underpin this effort.

Five principles for the road ahead

The journey towards Viksit Bharat involves government, industry, academia, development institutions and the innovation ecosystem, accountability must be shared. Enterprises are accountable for responsible conduct, transparent reporting and the quality of what they deliver. Academic and research institutions are accountable for the relevance and quality of their work. Development institutions are accountable for the effectiveness of the resources they mobilise. Partnerships among them work best when roles, expectations and measures of success are agreed in advance.

Keep the destination fixed and the route flexible

Long-term direction should be stable, while the means of reaching it evolve in response to evidence.

Build capability ahead of demand

Skills, research and infrastructure take years to mature; investment in them must precede demand.

Measure what matters

Outcomes, not activity, should be the test of success, and the data behind them should be credible.

Govern technology with care

The benefits of AI and other technologies will be realised only if citizens trust them.

Act together

Government, industry, academia, development institutions and the innovation ecosystem each hold part of the solution.

The next twenty years offer India an extraordinary opportunity to shape not just the size of its economy, but also the kind of country it becomes: more competitive, more resilient, more innovative, and more inclusive.

That is the promise of Agrasar Bharat: an India that does not simply prepare for the future but moves forward to shape it.



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