



ODISHA VISION

Executive Summary

2036 | 2047

Viksit Odisha for Viksit Bharat





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2036 AND 2047

VIKSIT ODISHA FOR VIKSIT BHARAT

Acknowledgement

The State Government deeply acknowledges the contribution of NITI Aayog in shaping the Vision Document.

Odisha Vision 2036 & 2047 was formally unveiled by the **Hon'ble Prime Minister of India, Shri Narendra Modi**, on **20th June 2025**. The document has been uploaded in the official **Odisha Vision portal** (<https://vision.odisha.gov.in>) as well as the website of the **Planning & Convergence Department, Government of Odisha**, for the information and reference of the general public, with effect from the said date.

June 2025

Planning and Convergence Department
GOVERNMENT OF ODISHA

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Disclaimer:

Odisha Vision 2036 & 2047 is a forward-looking and evolving document shaped by multiple consultation levels. It is not a static plan but a dynamic framework intended to adapt to emerging challenges and opportunities. All targets and projections are indicative, based on current data, assumptions and expert consultations.



1. Introduction

With the blessings of Lord Jagannath, Odisha today stands at the cusp of a historic transformation. **Odisha Vision 2036 and 2047** is not merely a policy blueprint—it is a true people's document, shaped by the aspirations and wisdom of over 3.2 lakh citizens from across the State and the world.

In response to the appeal of the Hon'ble Chief Minister, an inclusive and far-reaching consultation process was launched. People from all districts, along with experts, industry associations, students, civil society organisations, and the global Odia diaspora, contributed to shaping this Vision. State- and district-level workshops, along with thematic dialogues involving youth, women, farmers, scholars, and entrepreneurs, ensured that every voice was heard and reflected.

The Vision comes at a moment of profound significance. In **2036**, Odisha will celebrate **100 years of its formation as State**, and in **2047**, India will mark **100 years of Independence**. These milestones are not just commemorations—they are a call to action. Odisha aims to honour these historic moments by emerging as a national and global leader in growth and equity.

The Vision sets bold but achievable targets: to become a **USD 500 billion economy by 2036**, and to grow into a **USD 1.5 trillion economy by 2047**—fifteen times its current size. These economic ambitions are anchored in inclusive development: creating over a **crore of new jobs**, ensuring **universal literacy and healthcare**, and leading the nation in **green energy, tourism, manufacturing, and technology**.

This is a collective journey—powered by people, rooted in pride, and driven by purpose. Every Odia has a role in shaping this future. Together, we are building a *Viksit Odisha*—an Odisha that leads India and inspires the world.

2. Strengths and Challenges

Our State stands at a defining moment—armed with deep-rooted strengths and poised to accelerate its journey towards **inclusive and sustainable development**. The *Vision 2036 and 2047* builds on a strong foundation of **cultural richness, natural abundance, and human capital**. At the same time, it recognises the pressing need to overcome persistent **structural challenges** to unlock full potential.

Strategic Strengths of Our State

- **Cultural and craft heritage:** The cultural soul of our State shines through its **centuries-old arts, celebrated festivals, and globally admired crafts**. From the grandeur of the **Rath Yatra** to the intricate work of **over 3.5 lakh artisans and weavers**, cultural vitality remains both a source of **pride** and a driver of **economic opportunity**.
- **Natural resources and energy leadership:** Contributing **55% of India's iron ore, 100% of chromite, and 73% of bauxite**, our State is a key pillar in the country's industrial engine. A **power surplus of over 11,000 MW** equips us to **fuel future growth** and **lead India's clean energy transition**.
- **Young and dynamic population:** With **69% of the population in the working-age group** and **over two lakh graduates** joining the workforce each year, our people—especially the youth—form the **backbone of economic aspirations**. Special focus is being placed on **women's empowerment** and **inclusive workforce participation**.
- **Blue and green wealth:** A **575-kilometre coastline, 3,000+ cubic metres per capita water availability, and dense forest cover** provide unique ecological advantages. These natural assets support **livelihoods**, enable **climate resilience**, and offer untapped potential for **blue economy development**.

Structural Challenges to Address

To fulfil the aspirations of our people and meet the Vision's goals, several longstanding **developmental bottlenecks** must be tackled:

- **Underutilised industrial potential:** Manufacturing and construction sectors face **low value-chain integration, limited diversification, and prevailing skill mismatches**, leading to underperformance in **job creation** and **economic transformation**.
- **Balancing growth with sustainability:** While industrial expansion is necessary, **ecological safeguards** must be strengthened. **Over-dependence on extractive sectors** without sustainable practices could affect long-term **environmental and economic security**.
- **Infrastructure constraints:** Inadequate **road, port, rail, and warehousing infrastructure** reduces **industrial competitiveness** and limits **mobility** and **access to services** for rural populations.



- **Slow project execution:** Delays in approvals, fragmented implementation, and **capacity constraints** continue to impact project delivery. A move towards **fast-track, accountable, and integrated execution** is a **key imperative**.
- **Regional disparities:** Growth is **concentrated in urban-industrial belts**, while several districts—especially in the south and west—remain **underserved**. Investments are required to ensure **development reaches every village**, including areas with **low-voltage electricity, limited healthcare, and inadequate transport access**.
- **Limited innovation ecosystem:** With **less than 1% of GSDP spent on R&D**, our State must scale up support for **research institutions, start-ups, and new-age industries** to stay ahead in sectors like **green energy, digital services, and advanced manufacturing**.

We are **rich in resources, strong in spirit, and united in purpose**. But achieving the promise of **Vision 2036 and 2047** will require determined efforts to confront and overcome our challenges. Through **bold reforms, community-led governance, and inclusive growth strategies**, our State is ready to become a **national model of sustainable and equitable development—powered by people, guided by purpose**.



3. Delivering on the Vision: Pathways to Transformation

Building on our inherent strengths and with full awareness of the challenges ahead, the State is now entering a phase of deliberate, well-sequenced action. The focus is on unlocking sector-specific growth, expanding opportunity, and ensuring that the benefits of development reach every citizen—across geography, gender, and generation.

While the direction is clear, the journey requires bold choices, long-term investments, and agile institutions that can adapt to change. The next two decades will be decisive in determining the quality of life, opportunity, and dignity available to every Odia household.

Driving Transformation Through High-Priority Sectors

To realise the full economic potential envisioned for 2036 and 2047, strategic interventions are underway in six key areas:

- **Manufacturing and value-added industries:** With abundant raw materials, the goal is to expand downstream processing capacity, foster high-value exports, and attract technology-driven industries including semiconductors, defence, electronics, and green materials. Dedicated industrial corridors and parks will anchor this shift.
- **Tourism, culture, and creative economy:** Odisha aims to become a top-tier destination by combining heritage tourism, coastal and eco-tourism, and modern infrastructure. A pipeline of integrated tourism hubs, heritage conservation initiatives, and cultural promotion schemes will be scaled.
- **IT, ITeS, and digital services:** Building on Bhubaneswar's reputation as an emerging digital hub, the State is investing in digital public infrastructure, start-up ecosystems, and sector-specific skilling to create new-age employment opportunities.
- **Transport and logistics:** Multi-modal connectivity is being strengthened through targeted investments in ports, expressways, rail freight links, and cold chain infrastructure. Odisha aspires to become the eastern logistics gateway for India, linking hinterland markets to global supply chains.
- **Green and clean energy:** With high renewable potential and surplus capacity, the State is scaling up solar, pumped hydro, green hydrogen, and biomass value chains. The goal is to position Odisha as a net exporter of green energy and a manufacturing base for energy components.
- **Agriculture and allied sectors:** Agricultural transformation is being driven by diversification into high-value crops, dairy, fisheries, and food processing. The State is targeting climate-smart agriculture and better market linkages to increase farmer incomes and resilience.



Institutional Enablers and Governance Priorities

Beyond sectoral shifts, the Vision calls for systemic improvements in how the State plans, delivers, and governs. Key enablers include:

- **Unified planning and delivery systems:** Integration of physical, digital, and financial planning across departments and tiers of government is a priority. Digital dashboards, GIS tools, and real-time monitoring systems are being institutionalised.
- **Public financial management reform:** Fiscal responsibility, capital expenditure tracking, and outcome budgeting are being strengthened to ensure that growth is investment-led, inclusive, and sustainable.
- **Human capital and skilling systems:** Odisha is building future-ready skill pipelines aligned to high-growth sectors. Dedicated Skill Universities and Centres of Excellence are being set up to ensure long-term talent competitiveness.
- **Urban governance transformation:** With urbanisation projected to reach 60% by 2047, cities will be supported to become liveable, sustainable engines of growth—backed by new townships, clean energy transport, and urban innovation zones.
- **Climate resilience and disaster preparedness:** Odisha aims to lead nationally in climate adaptation, with integrated coastal zone management, resilient housing, and climate finance platforms already underway.

The Road Ahead

The pathway from aspiration to action is already being laid through **annualised sectoral targets, mission-mode programmes like 36 for 36, and flagship institutional frameworks.**

While 2036 and 2047 mark important milestones, the change is already in motion—visible in our economic performance, infrastructure momentum, welfare coverage, and people's participation.

What lies ahead is not just economic expansion, but the creation of a society that is **modern yet rooted, competitive yet compassionate, and ambitious yet inclusive.**

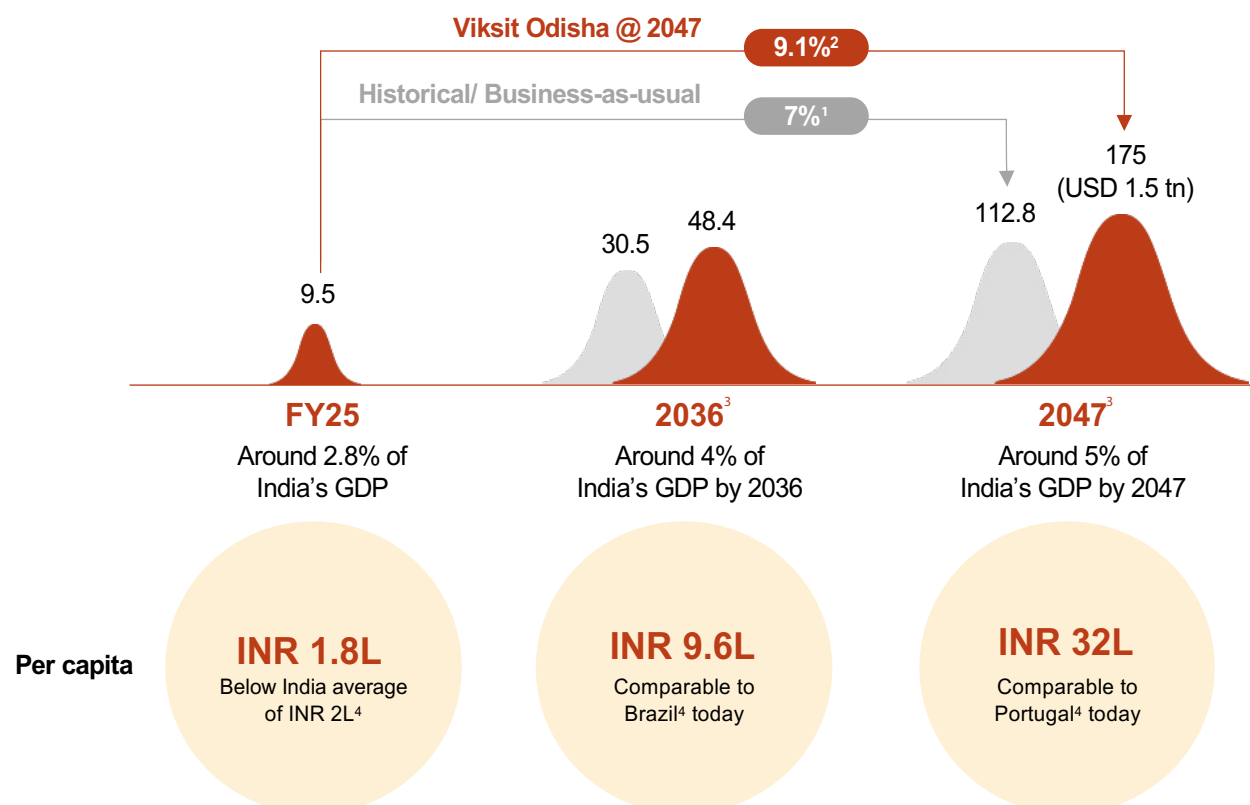
By walking this path together—with purpose and pride—**our State will not only achieve its Vision but redefine what is possible for a people-led development model in India and beyond.**



Gross State Domestic Product (GSDP) projections

Odisha's nominal GSDP (Real growth rate)

INR lakh crore



¹ Inflation considered - 5.1% (12 year historical); USD-INR currency depreciation at 2.6% (20-year historical)

² Number represents real GSDP CAGR; Business-as-usual CAGR computed as historical CAGR for FY12-20 (pre-covid)

³ 2036 and 2047 represent FY37, and FY48;

⁴ World Bank



Key sectors driving growth

Nominal GSVA; All numbers in USD billion

Sector		FY25 (GSVA)	2047 (GSVA)	CAGR (real)
Primary	Agriculture	14	100	3-4%
	Fisheries and animal resources	5	80	9-10%
	Mining	9	60	7-8%
Secondary	Manufacturing	23	400	11-12%
	Construction	8	35	5-6%
	Utilities including power	3	40	8-9%
Tertiary	Trade and hotels	10	230	11-12%
	Other (incl. education, health, culture, public admin.)	12	145	11-12%
	Transport, storage and communication	6	80	10-11%
	Real estate and professional services	6	135	9-10%
	Financial Services	3	40	9-10%
Total GSDP ⁴ (calculated as GSVA + Taxes – Subsidies)		USD 113 bn INR 9.5 L cr ⁵	USD 1.5 tn INR 175 L cr ⁵	8-10%

¹ Including utilities other than power, trade and repair services, transport and storage, public administration and other services (excluding health and education)

² Growth multiplier of real GSDP in FY24 vs 2047 in INR terms

³ 2047 represents FY48

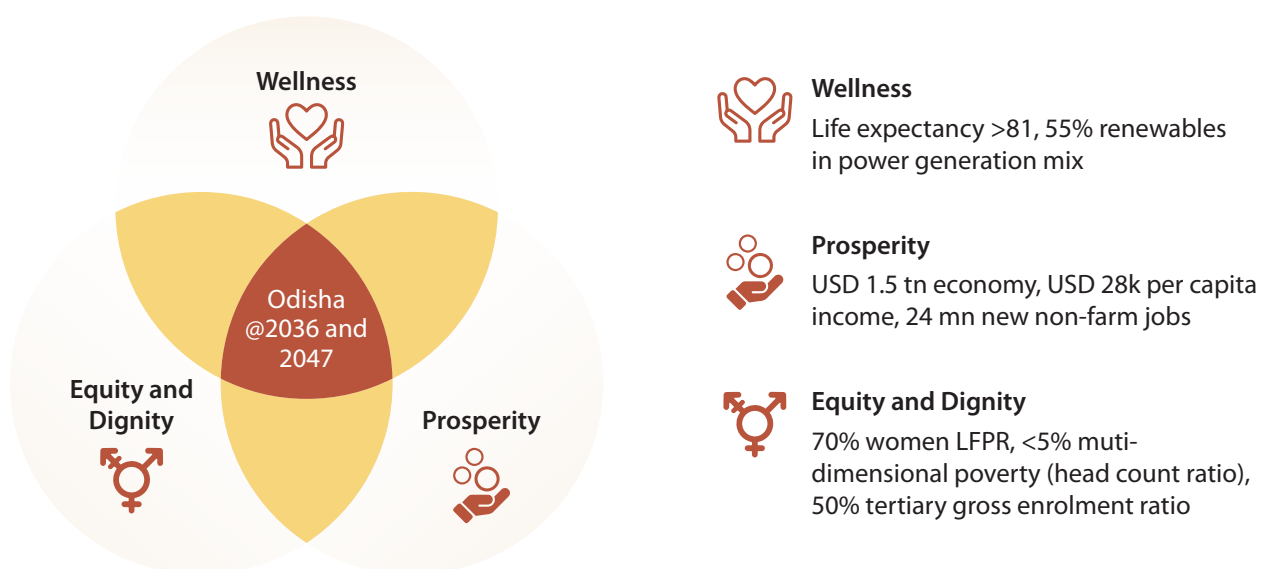
⁴ GSDP = GSVA (sectoral) + net taxes on products & subsidies. Sectoral GSVA shown here totals to USD 99 bn (FY25) and USD 1.345 tn (2047). The remaining amount reflects net taxes and residual items

⁵ Including taxes of INR 108k Cr (FY24) and INR 2,600k Cr (2047)

Employment generation

	FY24			2036 ²			2047 ²		
Total jobs (cr)	~2.2			~2.8			~3.3		
Jobs by industry (cr)	1.1	0.6	0.6	1	0.8	1	0.9	1.1	1.3
Emerging employer sectors	Farming, construction, wholesale and retail			Tourism, value-added manufacturing, transport and storage, IT/ITeS, professional services			IT / ITeS, Advanced industries, research and knowledge-based services, blue economy, financial services		
LFPR (15+)¹	~63% Vis-à-vis 58% India average			~74%			~82% Equiv. to Germany today		
LFPR¹ women (15+)	~48% 0.9 cr employed Vis-à-vis 40% India average			~60% 1.1 cr employed			~70% 1.4 cr employed Vis-à-vis 70% in Vietnam		

Viksit Odisha: Inclusive development that facilitates prosperity and wellness for all



¹ Labour force participation rate of persons of age 15+ years

² 2036 and 2047 stand for FY37 and FY48 respectively



Wellness and equity goals

Goals for 2036 and 2047

Wellness				
Indicators	Unit	Current	2036	2047
Life expectancy	years	70	75	81
Children under 5 who are malnourished	%	18%	12%	5%
Maternal mortality ratio	No. of maternal deaths per one lakh live births	119	<50	<5
Average Air quality index (AQI)	-	50-100	60	50
Renewable share	% of total generation	10%	45%	55%
Prosperity				
Indicators	Unit	Current	2036	2047
Nominal GSDP	USD bn	113	500	1500
Per capita income, nominal	USD	2.2k	9k	28k
Non-farm jobs	million	~11	19	24
Share of manufacturing	% of State GSVA	23%	30%	34%
Urbanisation rate	%	17% ³	40%	60%
Equity and dignity				
Indicators	Unit	Current	2036	2047
Women LFPR 15+ years	%	48%	60%	70%
Multi-dimensional poverty	headcount ratio	16% ¹ (FY21)	11%	<5%
Higher Secondary Education - GER ¹	%	44%	70%	90%
Tertiary GER ¹ for SEDGs ²	%	-	30%	50%

¹ Gross Enrollment Ratio

² Socio-Economically Disadvantaged Groups (SEDGs) as defined in National Education Policy covers SC, ST, OBC, EWS, Women, Physically Challenged, transgender, first-generation learners among others

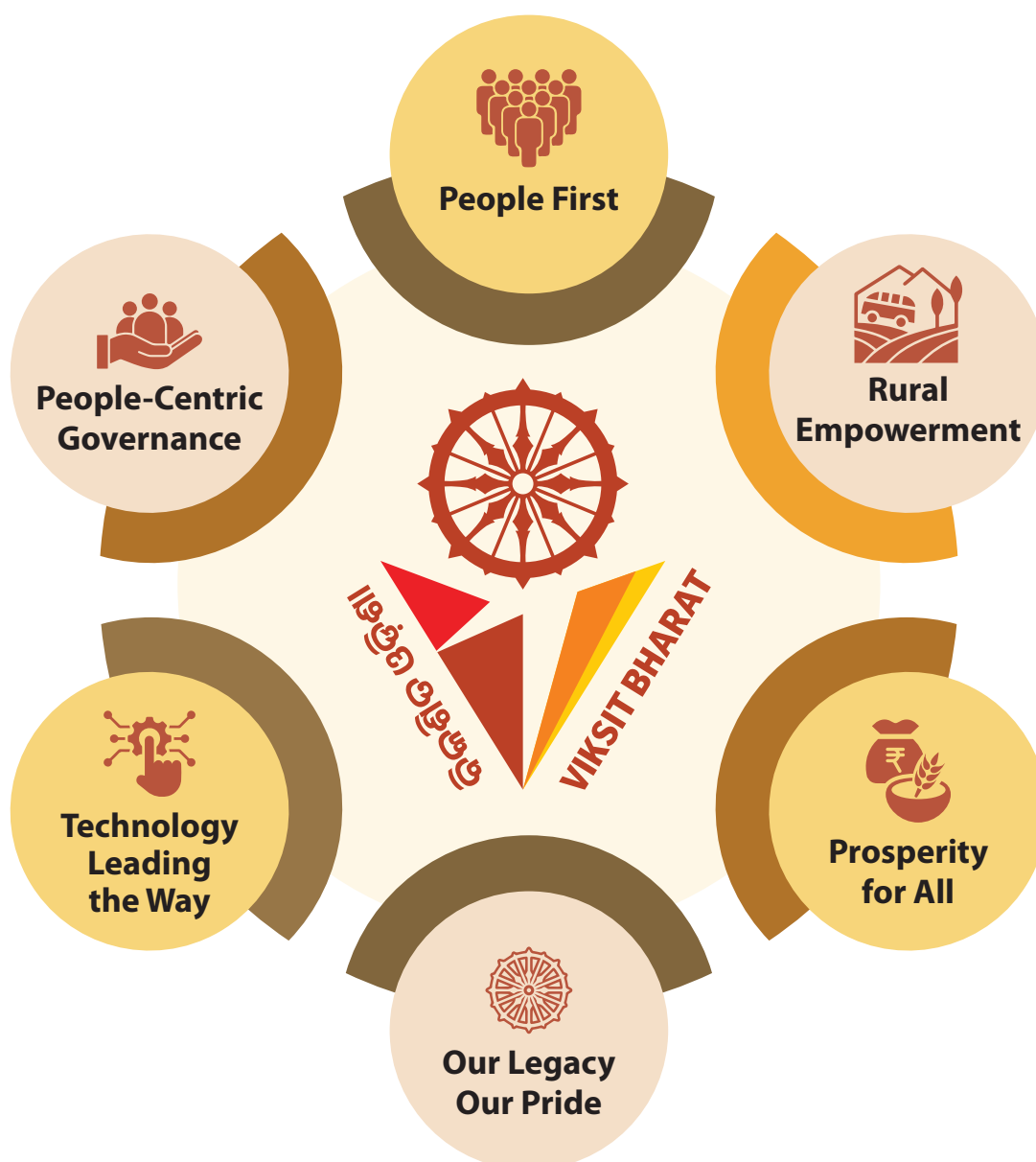
³ Census 2011

Source: Odisha Economic Survey FY24, National Family Health Survey-5, State Pollution Control Board Odisha, Department of Energy Odisha, AISHE report 2022, UDISE report 2022

4. Foundations for a Viksit Odisha

Odisha's future rests on strong foundations that place people, progress, and pride at the centre of policymaking. The **Odisha Vision 2036 & 2047** is built around six strategic pillars that embody the State's core development ambitions. Each pillar brings together multiple thematic chapters that translate our shared aspirations into actionable goals, tailored to Odisha's realities and potential.

From empowering rural communities to driving economic transformation, from safeguarding cultural identity to delivering public services efficiently—these foundations reflect the inclusive, forward-looking spirit of the Vision.





PEOPLE FIRST



Development begins and ends with people. This pillar champions equality, dignity, and opportunity for all, especially women, youth, and vulnerable communities. It focuses on holistic human development—ensuring that every citizen has access to quality education, healthcare, nutrition, and livelihood opportunities.

Chapters under this foundation include:

- **Women-led growth:** Powering Odisha's progress through SUBHADRA and Lakhpati Didi
- **Quality education:** Building foundation from early childhood
- **World-class higher education:** Learning for future success
- **Skilled in Odisha, skilling for the world**
- **Healthy Odisha:** Revolutionising healthcare
- **Strengthening nutritional well-being for all**
- **Youthful Odisha:** Pioneering Odisha's sports and wellness revolution
- **Inclusive and balanced growth:** Building a future rooted in equality and dignity



WOMEN-LED GROWTH

Powering Odisha's progress through SUBHADRA and Lakhpatri Didi

By 2047, the State envisions the following outcomes

- Be among the top three Indian states in performance on SDG index 5: Gender equality
- Create an enabling environment for working women to increase female labour force participation rate to at least 70%
- Increase livelihood opportunities for Women Self-Help Groups (SHG)
- Enhance safety and security measures, especially for vulnerable and marginalised women

Key initiatives to achieve the outcomes

To achieve these outcomes, several initiatives have been proposed in previous chapters (Quality education, World-class higher education, Skilled in Odisha, Skilling for the World, Healthy Odisha, Logistics, infrastructure connectivity and Service sector expansion, etc.), summarised later in this chapter. Apart from these, the State will give additional emphasis on the following areas:

Ensure safety and security through creation of infrastructure such as dedicated 'Pink zones', prompt assistance for emergencies, and prevention of cyber-bullying and fraud, etc.

Increase female participation in the formal economy through an enabling environment that includes building creches, sanitation facilities, digital platform for jobs, and ensuring gender pay parity, viability gap funding for skilling initiatives, and gender badges for inclusive workspaces, etc.

Improve livelihood for women by enhancing share of women-led MSMEs and upscaling the ongoing SHG programme through end-to-end support– including branding, market-linkage, production expansion, product diversification, and mentorship

Empower vulnerable women and adolescents by generating awareness about rights and support mechanisms such as strengthening of legal and counselling services, establishing a robust rehabilitation ecosystem, and executing a vibrant social and behavioural change communication strategy for all

Strengthen existing institutional mechanisms to fulfill the Vision of the State by revamping the current Integrated Child Development Scheme (ICDS) structure, strengthening the State Institute for Women and Children (SIWC), building dedicated centres for evidence-based research and action on women-led development, etc.

Vision and outcomes

VISION 2047

To empower women by creating economic opportunities, promoting positive discrimination, ensuring safety and freedom of choice, fostering diverse leadership and changing societal outlook through positive discrimination



Vision and outcomes

Theme	Key outcomes	Unit	Current	2029	2036	2047
Health	Maternal mortality ratio ¹	No. of maternal deaths per one lakh live births	119	<100	<50	<5
	Adolescent girls (15-19 years) who are anaemic ²	%	65	<50	<30	<1
	All women (15-49 years) who are anaemic ³	%	64	<50	<25	<5
	Institutional births ⁴	%	89	>90	>99	>99
Education	Female literacy (>7 years) ⁵	%	74	85	100	100
	Gender Parity Index (Primary, upper primary and secondary levels)	-	1	1	1	1
	Gender Parity Index (Higher education level)	-	0.88	0.95	1	1
Economic status	Female labour force participation rate (>15 years) ⁶	%	49	54	60	70
	Women having mobile phone that they themselves use	%	50	65	80	>95
	Female to male ratio of average wages/salaries received	-	0.8	0.9	1.0	1.0
	SHGs involved in non-farm activities	%	NA	25	33	>50
	Number of 'Lakhpatis Didis' (More than INR 1 Lakh annual income of household)	Lakh	2.7	20	36	60
	Number of 'Millionaire Didis' (More than INR 10 Lakh annual income of household)	Lakh	0	2	5	10
Leadership	MSMEs owned or led by women ⁷	%	<5	15	33	50
Security	Married women (18-49 years) who have experienced spousal violence ⁸	%	31	<15	<5	<1
	Rate of crimes against women ⁹	No. of crimes reported per 1L women	103	<50	<20	<5
	Women (20-24 years) who were married before the age of 18 years	%	21	<10	<5	0

¹ India – 97, Kerala – 19, Norway and Spain – 3, Japan and Germany – 4; ² India – 19%; ³ India – 57%, Manipur and Nagaland – 29%;

⁴ Kerala – 100%; ⁵ India – 80%; ⁶ Himachal Pradesh – 63%, Chhattisgarh – 52%, Ethiopia – 75%, Vietnam – 68%

QUALITY EDUCATION

Building foundation from early childhood

By 2047, the State envisions the following outcomes

- Achieve 100% Gross Enrolment Ratio (GER) across all levels (primary, upper primary, secondary and upper secondary)
- Ensure basic foundational literacy and numeracy for all children
- Reduce dropout rates to 0% at upper primary level and below 4% at secondary level
- Ensure 100% students are digitally literate and socially aware
- Achieve 100% literacy rate

Key initiatives to achieve the outcomes

To achieve this, the State will undertake seven strategic initiatives aligned with recommendations of the National Education Policy (NEP):

Prioritise early childhood education with activity-based, multi-lingual curriculum and trained educators

Ensure universal access to secondary schooling with technology-enabled infrastructure

Develop holistic, outcome-focused, gender-sensitive and progressive curricula with multi-modal pedagogy and assessments

Increase focus on vocational training, career-readiness and entrepreneurial drive

Develop a multi-tiered and holistic support system for students through increased engagement of parents and community

Ensure exemplary teachers and school leaders via continuous training, fair transfer policy and performance-linked incentives for schools

Ensure gold-standard governance, systems and resource optimisation

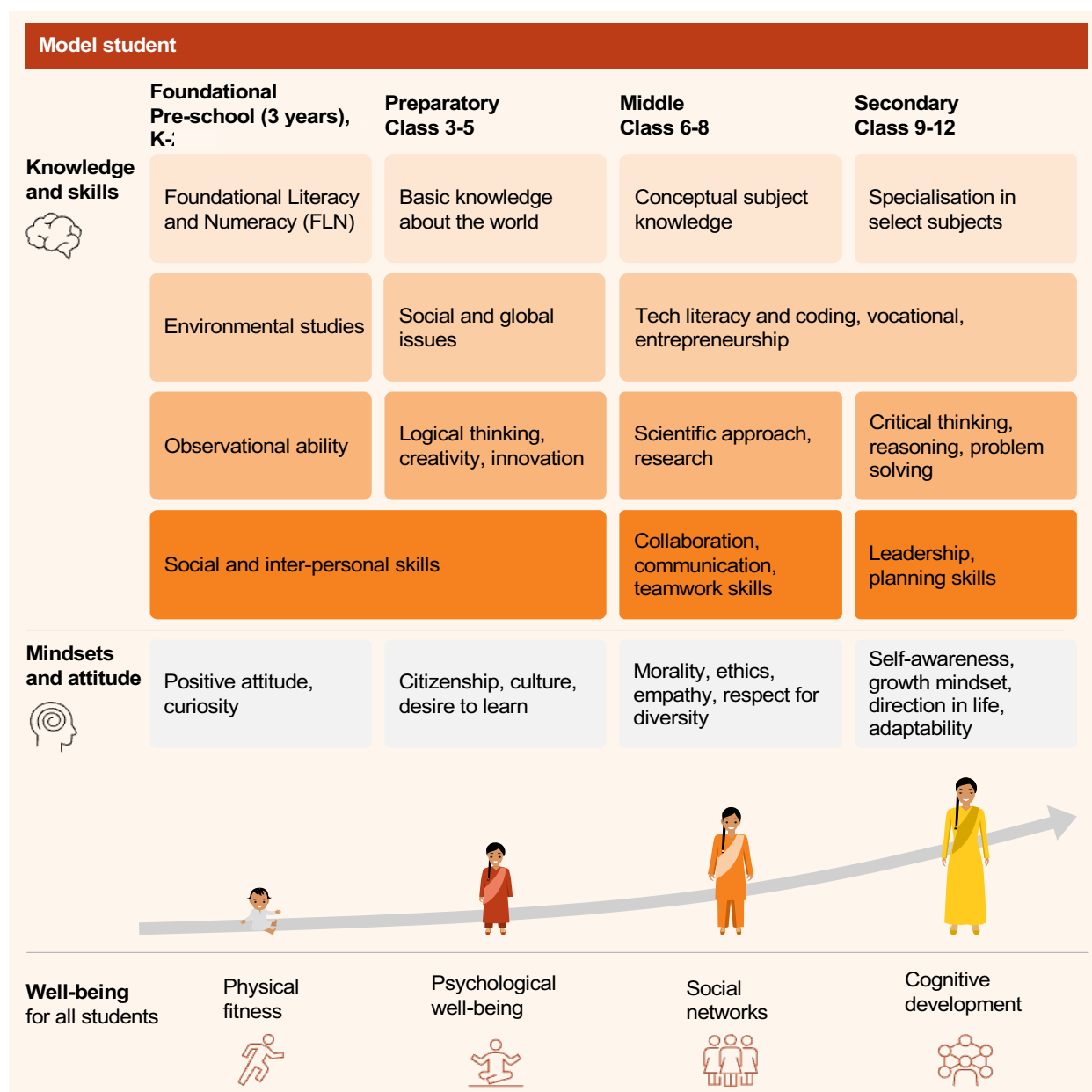


Vision and outcomes

VISION 2047

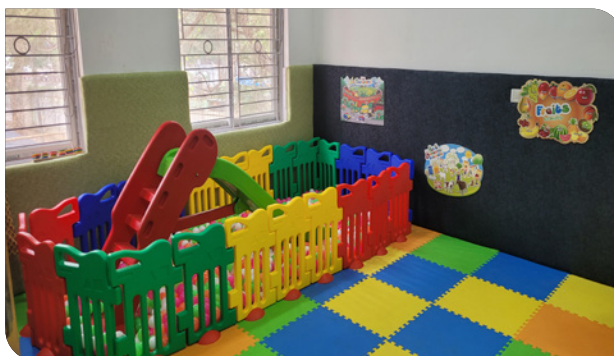
Become a 'Model school system' which empowers all the students with holistic, outcome-focused learning and 21st century skills

Develop diverse competencies across stages of the schooling system focused on inner growth and creative self-expression, and gainful or self-employment



Vision and outcomes

Key outcomes	Unit	Current	2029	2036	2047
Primary Gross Enrolment ratio (GER)	%	97.9	100	100	100
Upper primary GER	%	91.3	95	100	100
Secondary GER	%	80.3	85	90	100
Higher secondary GER	%	43.6	60	80	100
Upper-primary dropout rate	%	7.3	5	2	0
Secondary dropout rate	%	27.3	20	14	4
Pupil teacher ratio (for all levels)	-	23	18	14	10
Schools having computer facility (for all levels)	%	26.4	45	75	100
Schools having CwSN ¹ -friendly infrastructure	%	54	70	85	100
Literacy rate	%	77.3	80	90	100



¹CwSN: Children with Special Needs

Source: UDISE, OECD, World Bank, UNESCO, Department of School Education and Literacy, Ministry of Education, Government of India

WORLD-CLASS HIGHER EDUCATION

Learning for future success

By 2047, the State envisions the following outcomes

- Achieve 50% tertiary Gross Enrolment Ratio (GER) by 2036 and 60% by 2047 with a special emphasis on gender parity and marginalised sector
- Enable jobs, self-employment or advanced study opportunities for more than 60% of graduates by 2047
- Empower two institutions in Odisha to be among global top 500 rankings by 2036
- Establish at least two Higher Education Institutions (HEIs) in each block and at least one Multi-disciplinary Education and Research University (MERU) in each district

Key initiatives to achieve the outcomes

To achieve this, the State is committed to undertaking seven key initiatives in line with recommendations of the National Education Policy (NEP):

Expand coverage of institutions across the State to increase enrolment from 10 lakh to 40 lakhs by 2047

Enable jobs or self-employment for at least 75% graduates by ensuring future readiness through industry-linked curriculum, dual degrees with skill certifications, and apprenticeship-enabled degree programmes, etc.

Ensure high-quality teaching outcomes through continuous teacher-training, hiring reforms, incentives and specialised tracks, etc.

Improve outcomes for all Socially and Economically Disadvantaged Groups (SEDG), particularly for women, scheduled castes (SC) and scheduled tribes (ST)

Facilitate internationalisation through increase in international student admissions and opportunities abroad for Odisha domicile students

Attract over 25 institutes of global and national eminence to establish campuses in Odisha facilitated by new edu-cities and investment policy

Reform governance in line with NEP including granting autonomy to well-performing institutions and gradual phasing out of aided colleges



Vision and outcomes

VISION 2047

Home to 100 vibrant institutions benchmarked to global standards, creating employable and entrepreneurial talent



Note: Promotion of entrepreneurship and innovation ecosystem in HEIs is covered under the chapters 'Startup Odisha' and 'Research and knowledge-based economy'

¹ National Institutional Ranking Framework (NIRF)

Vision and outcomes

Key outcomes	Unit	Current status	2029	2036	2047
Tertiary Gross Enrolment Ratio (GER) ¹	%	22	35	50	60
Jobs, entrepreneurship or advanced education for all graduates	%	-	25	50	75
Number of universities in global top ranking (QS Rankings) ³	#	0	1 in top 500	3 in top 500	5 in top 500
Number of universities in India top 200 ranking ⁴	#	4	5 in top 200	10 in top 200	15 in top 200
Number of International students in Odisha ¹	#	2.3k	10k	25k	50k
Share of accredited institutions (NBA, NAAC, and NIRF) ⁴	%	<5%	50%	100%	100%
Inclusive infrastructure ⁵	%	-	75	100	100
SC/ST students currently sponsored for post-graduation or research abroad	#	-	250	500	2000
Student-to-faculty ratio	Ratio		20:1	18:1	15:1



¹AISHE; ²World Bank; ³Quacquarelli Symonds World University Rankings; ⁴NIRF ranking 2022

⁵NAAC; ⁶Women hostels, all gender toilets, accessibility for physically challenged

SKILLED IN ODISHA, SKILLING FOR THE WORLD

By 2047, the State envisions the following outcomes

- Establish at least seven campus of World Skill Centre (WSC) by 2047, targeting at least five by 2036
- Saturate access to ITIs / ITCs with industry-driven Centres of Excellence (CoE) in all the 314 blocks
- Increase the annual Government short-term skilling capacity to 2.5 lakh by 2047, reaching 1.5 lakh by 2036
- Facilitate the overseas placements of at least 1 lakh youth by 2047; achieving around 25k per year by 2036

Key initiatives to achieve the outcomes

Enhance the 'Skilled in Odisha' brand through world-class skilling institutions, providing top-tier training, cutting-edge facilities, and industry-relevant curriculum

Leverage industry integration across the skilling spectrum to enhance employability. This includes collaborating with leading companies to design curriculum, provide hands-on training, and offer real-world experience through internships and apprenticeships

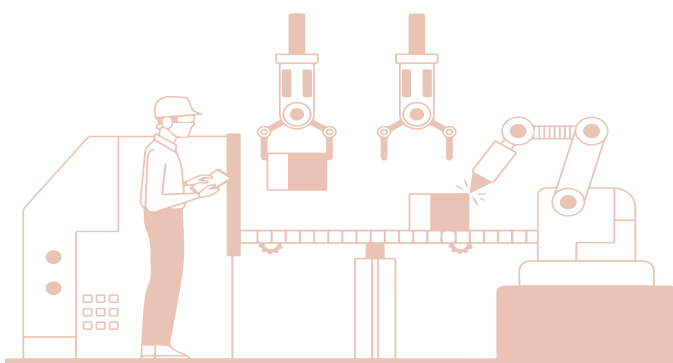
Position Odisha as a hub for skilled talent for local and global markets by promoting its robust skilling programmes, fostering international collaborations, and showcasing the success stories of skilled professionals from the region

Build an aspirational skilling pathway in education institutes that provides students with clear, progressive steps to acquire skills, gain certifications, and pursue careers in various industries, fostering a culture of continuous learning and professional growth

Ensure lifelong learning and skill enhancement for workers by offering accessible upskilling and reskilling programmes. These programmes will be designed to help workers stay current with industry trends, adapt to new technologies, and advance in their careers, ensuring sustained employability and professional development throughout their working lives

Promote inclusive skilling practices to create a fair and diverse workforce

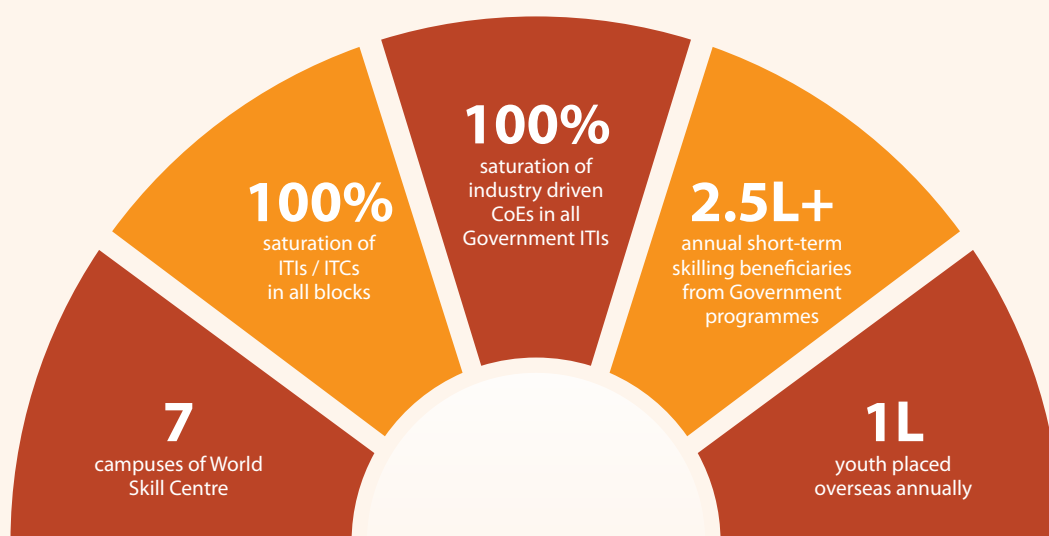
Establish a unified strategy for the gig economy in Odisha to address its unique challenges and opportunities



Vision and outcomes

VISION 2047

Become a global skilling hub with top-tier institutions and programmes, offering industry-aligned, employment-linked, and life-long vocational education for all



Vision and outcomes

Key outcomes	Unit	Current	2029	2036	2047
Campus of World Skill Centre	Nos.	1	3	5	7
Annual intake capacity of World Skill Centres	'000 nos.	2	16	30	50
Number of ITIs/ITCs	Per block	0.23	0.25	0.45	1.00
Zonal ITIs	Nos.	0	10	15	30
Industry-partnered CoEs in ITIs	Nos.	18	79	141	314
Annual Government capacity for short-term skilling	'000 nos.	35	70	150	250
Annual nano-unicorn programme beneficiaries	'000 nos.	0.4	3	5	20
Youth placed overseas annually	'000 nos.	0.1	7.5	25	100



HEALTHY ODISHA

Revolutionising healthcare

By 2047, the State envisions the following outcomes

- Become one of the top five States in life expectancy and productive elderly population
- Offer universal access to Indian Public Health Standard (IPHS) primary, secondary and tertiary healthcare facilities
- Enhance life expectancy by controlling risk factors for non-communicable diseases (NCD) and ensuring access to effective treatment
- Enable a 100% coverage of disaster-resilient public health infrastructure
- Reduce out-of-pocket expenditure from current levels by 75%

Key initiatives to achieve the outcomes

Comprehensive health data system for evidence-based healthcare policy and decision making

Preventive, promotive, and palliative healthcare programme to be delivered through revamped Ayushman Arogya Mandirs and focus on Ayurveda, Yoga & Naturopathy, Unani, Siddha, and Homoeopathy (AYUSH)

World-class elder healthcare delivery system through adequate service delivery at all levels and senior citizen-friendly infrastructure, activities and services

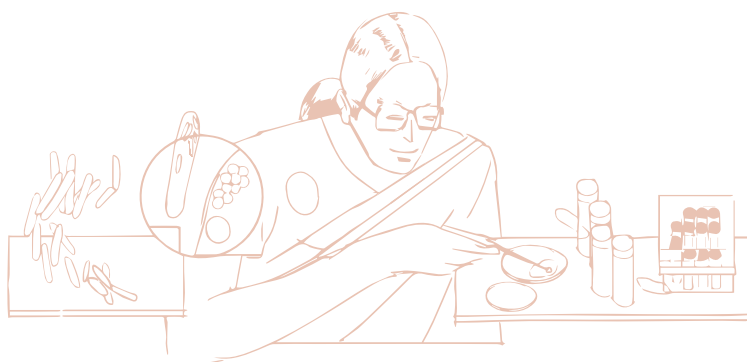
Climate-resilient health system including strengthening of public health operations network to combat the growing extreme climatic events, infectious diseases and pandemics

Ease of accessing emergency services through scaling up of trauma care centres and reduction in emergency response time

Transition from a doctor-centric to a team-centric model, with skilling pathways for all medical and allied health professionals

Technology-enabled, efficient service delivery by adopting advances in technology and artificial intelligence (AI) across end-to-end patient journey, starting with digital dispensaries at primary health centre (PHC) level

Advanced tertiary care: A medi-city in the proposed "Bhubaneswar-Cuttack-Puri-Paradip" quad city region (detailed under the chapter 'Urbanisation as a growth engine')



Vision and outcomes

VISION 2047

Enable holistic health and well-being of all citizens through an inclusive, resilient and tech-enabled healthcare system, along with dedicated focus on nutrition



Vision and outcomes

Key outcomes		Unit	Current ¹	2029	2036	2047
Maternal mortality ratio	No. of maternal deaths per one lakh live births		119	<100	<50	<5
Early neonatal mortality rate	Per 1,000 live births		21	10	6	1
Neonatal mortality rate	Per 1,000 live births		27	12	8	2
Infant mortality rate	Per 1,000 live births		36	14	8	2
Under 5 mortality rate	Per 1,000 live births		41	20	10	5
Institutional births	%		89	>90	>99	>99
Emergency response time	mins		24	18	<10	Maintain status
PHCs (Primary Healthcare Centres) functional as per Indian Public Health Standards (IPHS)	Per 1,00,000 population		2.7	3	3.5	4
CHCs (Community Healthcare Centres) functional as per Indian Public Health Standards (IPHS)	Per 1,00,000 population		0.8	1	1.5	2
HSCs (Healthcare Sub Centres) functional as per Indian Public Health Standards (IPHS)	Per 1,00,000 population		14	16	19	25
Doctors	Per 1,000 population		0.2	0.3	0.6	1
Reduction in out-of-pocket expenditure from current levels	%			15	35	75
Life expectancy	years		70.3	72	75	80
Climate-change prepa-redness	Disaster resilient health infrastructure	%	NA	NA	100%	Maintain status
Anaemia reduction	Children aged 6–59 months who are anaemic (Hb < 11.0 g/dl)	%	64.2	<50	<25	<5
	Women aged 15–49 years who are anaemic	%	64	<50	<25	<5
	Men aged 15–19 years who are anaemic (Hb < 13.0 g/dl)	%	30	<23	<12	<3

¹Baseline data considered for 2020

Source: NITI Aayog, National Health Profile 2023, Our World In Data, OECD Health Statistics 2023, National Family Healthy Survey – 5 (2019-21), Swachh Survekshan Grameen 2022

STRENGTHENING NUTRITIONAL WELL-BEING FOR ALL

By 2047, the State envisions the following outcomes

- Be among the top three States in India in terms of maternal and child nutrition
- Ensure 100% access to high-quality nutrition interventions for marginalised and vulnerable populations, including those in remote and hard-to-reach areas
- Achieve the near elimination of severe acute malnutrition (SAM) in children through comprehensive monitoring and targeted interventions
- Ensure 95% of children are classified as normal across all the three key nutrition parameters of wasting, stunting, and underweight
- Reduce the prevalence of anaemia by 90% among women, adolescents, and children

Key initiatives to achieve the outcomes

Comprehensive nutrition programmes

- Implement targeted nutritional services for mothers, young children, and adolescents, addressing their specific nutritional requirements
- Enhance maternal and adolescent health to break inter-generational cycles of malnutrition

Sustainable food systems for nutrition

- Diversify agricultural production to include nutrient-rich crops such as millets, legumes, and leafy vegetables
- Promote food fortification and strengthen traditional food systems to rediscover and mainstream Odisha's traditional nutritious diets
- Collaborate with local farmers producer groups to ensure the availability of diverse and affordable nutritious foods

Robust community engagement and capacity building

- Implement Social Behaviour and Change Communication (SBCC) strategies to promote positive nutrition practices at the household and community levels
- Empower field-level functionaries, women self-help groups (SHGs), and other community leaders to act as agents of change
- Provide extensive capacity building programmes to ensure optimal utilisation of available resources

Institutional reforms and policy development

- Strengthen governance mechanisms to coordinate multi-sectoral nutrition initiatives across departments and stakeholders
- Develop and implement policies to ensure equitable access to nutrition services for all citizens, with a focus on the most marginalised communities

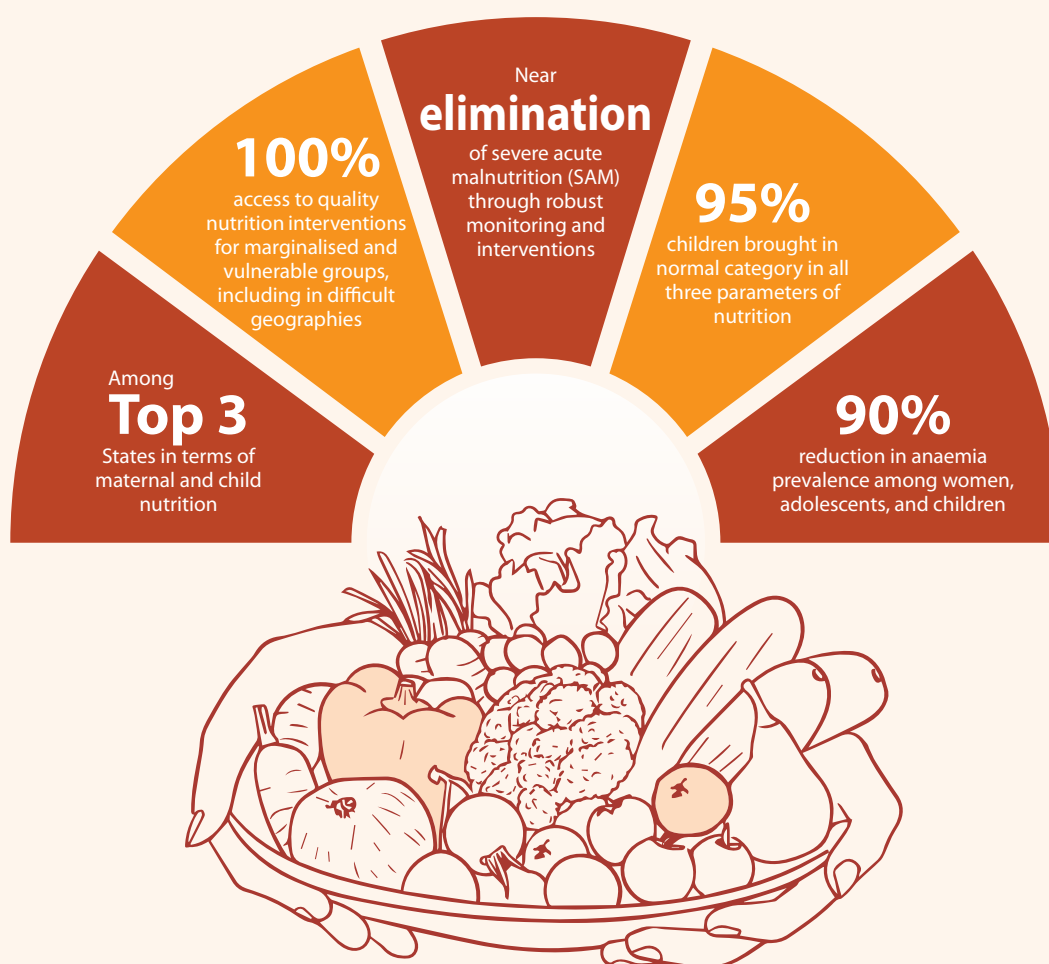
Technology integration for enhanced delivery

- Leverage technology to introduce innovative monitoring tools and ensure real-time tracking of nutrition outcomes
- Implement data-driven decision-making systems to improve programme efficiency and ensure timely interventions

Vision and outcomes

VISION 2047

Attain global recognition for sustainable and inclusive approach to achieving nutrition security



Vision and outcomes

Key outcomes	Unit	Current	2029	2036	2047
Children under five who are stunted	%	31	25	15	<2.5
Children under five who are wasted	%	18	15	12	<1.5
Children under five who are underweight	%	30	25	15	<2
All women (15-49 years) who are anaemic	%	64	<50	<25	<5



YOUTHFUL ODISHA

Pioneering Odisha's sports and wellness revolution

By 2047, the State envisions the following outcomes

- **Foster a culture of fitness and wellness** among all citizens, making physical activity a daily habit and enhancing community well-being
- **80% of school children will meet age appropriate physical fitness parameters**, provide access to basic sports infrastructure in every school
- By **2036**, the state will be placed among the **top three** medal-winning states in national events
- **Develop integrated sports facility at Gram Panchyat level**, blending sports training with community fitness programmes
- **Embed fitness and wellness into urban and rural planning**, ensuring parks, open spaces, and fitness centres are accessible to all

This approach reflects the broader Vision for Odisha to become a prosperous and inclusive State where physical well-being drives economic growth, social harmony, and individual potential.

Key initiatives to achieve the outcomes

Launch the multi-faceted 'Fit Odisha Mission' to inspire fitness across all age groups through activities such as walking, yoga, cycling, and recreational sports

Develop sports infrastructure such as fitness parks, jogging track, stadium and playground in both urban and rural areas

Leverage technology to monitor fitness levels, offer personalised plans, and create a fit and advanced sporting communities across the State

Attain global excellence in sports through a targeted programme for athletes

Position Odisha as a leading 'Sports economy hub'



Vision and outcomes

VISION 2047

Championing a way of life that blends sports, fitness (including yoga), and active living - empowering individuals of all ages to excel and reach their potential



Vision and outcomes

Key outcomes	Unit	2029	2036	2047
Participation in yoga and other fitness activities	% people	20	40	75
School children actively engaged in at least one sport	% school children	20	50	80
Coverage of sports facilities	% districts	25	50	100



INCLUSIVE AND BALANCED GROWTH

Building a future rooted in equality and dignity

By 2047, the State envisions the following outcomes

- Achieve 100% saturation of access to quality health and education facilities
- Ensure 100% availability of qualified and trained teachers in all tribal schools
- Improve livelihood opportunities by ensuring saturation of major interventions such as housing, school education (including Anganwadi and Aatmanirbhar Bharat services), electricity connectivity, and more by 2036
- Ensure accelerated income to increase the per capita income of tribal communities

Key initiatives to achieve the outcomes

Enhance access and quality of education for tribal students by scaling up residential schools, scholarships, and teacher training, while ensuring a pupil-teacher ratio and teacher attendance are in line with the Right to Education (RTE Act). Additionally, develop appropriate policies to ensure optimal incentivisation and fair transfer policy for teachers

Promote sustainable livelihoods for tribals and other marginalised groups by promoting farm and non-farm opportunities, supporting micro-entrepreneurship, reforming policies around natural resource management, providing durable livelihood support infrastructure and skilling

Preserve and promote tribal heritage by involving communities in cultural preservation decisions, promoting tribal languages and traditions, and integrating these into economic development initiatives such as folklore promotion and cultural tourism

Launch the Odisha Tribal Renaissance Initiative (OTRI) as a comprehensive programme for strategic, long-term projects to drive holistic development and global integration of Odisha's tribal heritage and cultural skills. Initial projects will include (i) scaling up ADISHA to a niche tribal brand expanding to 20x in revenues by 2047, (ii) establishing an academy to increase the representation of Odia sportspersons in the National Archery teams, and (iii) developing a national arts and music institute of excellence to promote Odisha as the hub of tribal performing arts

Build a robust and inclusive governance mechanisms by strengthening community-led governance by involving local leaders and organisations, ensuring transparency in public services, and involving marginalised communities in the policymaking process to create inclusive and accountable systems

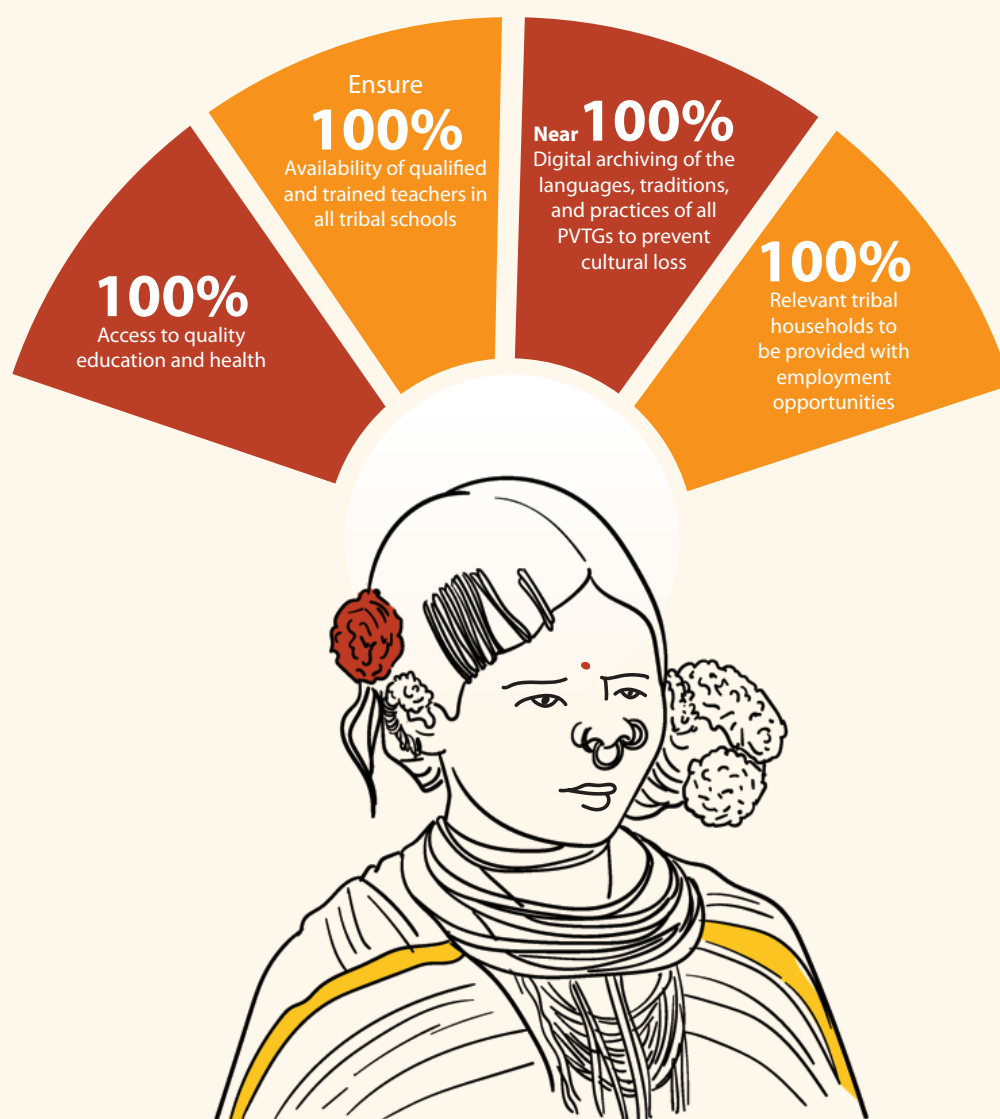
Given tribal and marginalised community empowerment is a State-wide and cross-cutting subject, additional critical initiatives like universal healthcare access, nutritional sufficiency, sports, skilling, industrial development, and ease of living, etc. have been covered under other chapters (specific interventions for tribals and other marginalised groups are summarised in Exhibit 8.4 for easy reference).



Vision and outcomes

VISION 2047

To empower tribals and marginalised groups by ensuring equitable access to dignified livelihoods, quality education, and health outcomes, while preserving their unique culture and fostering balanced regional development across the State



Vision and outcomes

Key outcomes	Unit	Current	2029	2036	2047
Mega residential education complex	Nos.	1	10	20	28
Tribal livelihood opportunity	% relevant tribal households	-	50%	70%	100%





RURAL EMPOWERMENT



With a majority of Odisha's population residing in villages, rural transformation is essential. This pillar focuses on increasing rural incomes, upgrading infrastructure, ensuring water security, and generating sustainable non-farm employment—making every village a centre of growth and opportunity.

Chapters under this foundation include:

- **Inclusive agriculture:** Enhancing farmer incomes through equity, innovation, and sustainability
- **Animal husbandry:** Boosting farm income
- **Blue economy:** Scaling up fisheries and aquaculture
- **Water security for a resilient Odisha**
- **Rural renaissance:** Improving ease of living and creating non-farm employment



INCLUSIVE AGRICULTURE

Enhancing farmer income through equity, innovation, and sustainability

By 2047, the State envisions the following outcomes

- Rank among the top five Indian States in per capita farmer income
- Lead in five globally competitive crops with export-ready value chains
- Digitally map and monitor 100% of farmland, subsidies, and extension of additional services
- Achieve 100% solarisation of viable agricultural land under PM-KUSUM¹
- Become one of India's top three States for agriculture-related research, education and training, as ranked by Indian Council of Agricultural Research (ICAR) and National Institute Ranking Framework (NIRF)
- Ensure at least 50% of farmland is owned or managed by women
- Anchor all State schemes on platforms led by FPOs, SHGs, and cooperatives

Key initiatives to achieve the outcomes

Transform five priority crops through integrated value chains — from improved seeds to premium markets; including the following initiatives which will benefit multiple value chains:

- Strengthen Centres of Excellence to drive innovation in seed development, millet science, and farmer training
- Promote agri-entrepreneurship through rural clusters, skilling initiatives, and capital support for developing production and transport infrastructure
- Deploy price-gap support for diversified crops to de-risk farmers while encouraging cropping shifts
- Enable digital marketing and traceability, through a revamped 'Marketing Cell' under the Department of Agriculture and Farmer's Empowerment (DAFE)
- Deepen SHG and FPO participation, from planning and input distribution to direct market linkage

Expand post-harvest infrastructure, including over 58 new cold storages and rural packhouses

Activate Odisha's Climate Resilience Cell, linking farmers to weather-based advisories and adaptive cropping models

Strengthen land rights, through a new Land Leasing Act and support to women farmers

Scale digital agriculture through tools like prescription farming, drone spraying, and smart soil testing

Significantly expand the irrigation coverage across crops

¹ Pradhan Mantri Kisan Urja Suraksha evam Utthaan Mahabhiyaan

Vision and outcomes

VISION 2047

Transform Odisha's agriculture into a sustainable, resilient, inclusive, and science-driven ecosystem to ensure food and nutrition security, promote entrepreneurship and continuously raise farmer's income and well-being



¹ Alone or jointly with others; benchmark with Arunachal Pradesh

Vision and outcomes

Key outcomes	Unit	Current status	2029	2036	2047
Farmer per capita income	INR	5,112 ¹	10,200	12,000	15,000
Coverage of irrigation for relevant area	%	55%	65%	80%	90%
Cropping intensity	%	160%	180%	220%	250%
Farm mechanisation	kW/ ha	2.6	3.0	3.5	4.5
Farmland ownership by women	%	13	15	30	50
Yield for pulses	Mt/ha	0.6	0.8	0.9	1.25
Yield for oilseeds	Mt/ha	0.96	1.10	1.25	2.40
Rice export (at current prices)	INR cr.	321	1,800	6,200	10,000



¹ 2018-19

Source: NFHS-5, Odisha Economic Survey 2023–24

ANIMAL HUSBANDRY

Boosting farm income

By 2047, the State envisions the following outcomes

- Be among top five States in egg production
- Increase milk and meat production by four-folds
- Become a leading State in veterinary health outreach

Key initiatives to achieve the outcomes

Expand egg production five-fold to INR 1,700 cr./year by promoting mechanised layer farms under 'Industrial policy (IPR) 2022', improving biosecurity for increased exports, and fostering compartmentalisation

Increase daily milk output four-fold to 274 lakh litres by advancing crossbred cattle genetics, fostering corporate investment in processing, reinforcing cooperatives, enhancing fodder availability, and expanding procurement

Quadruple meat production to 0.8 MMTPA focusing on superior goat breeds and meat processing

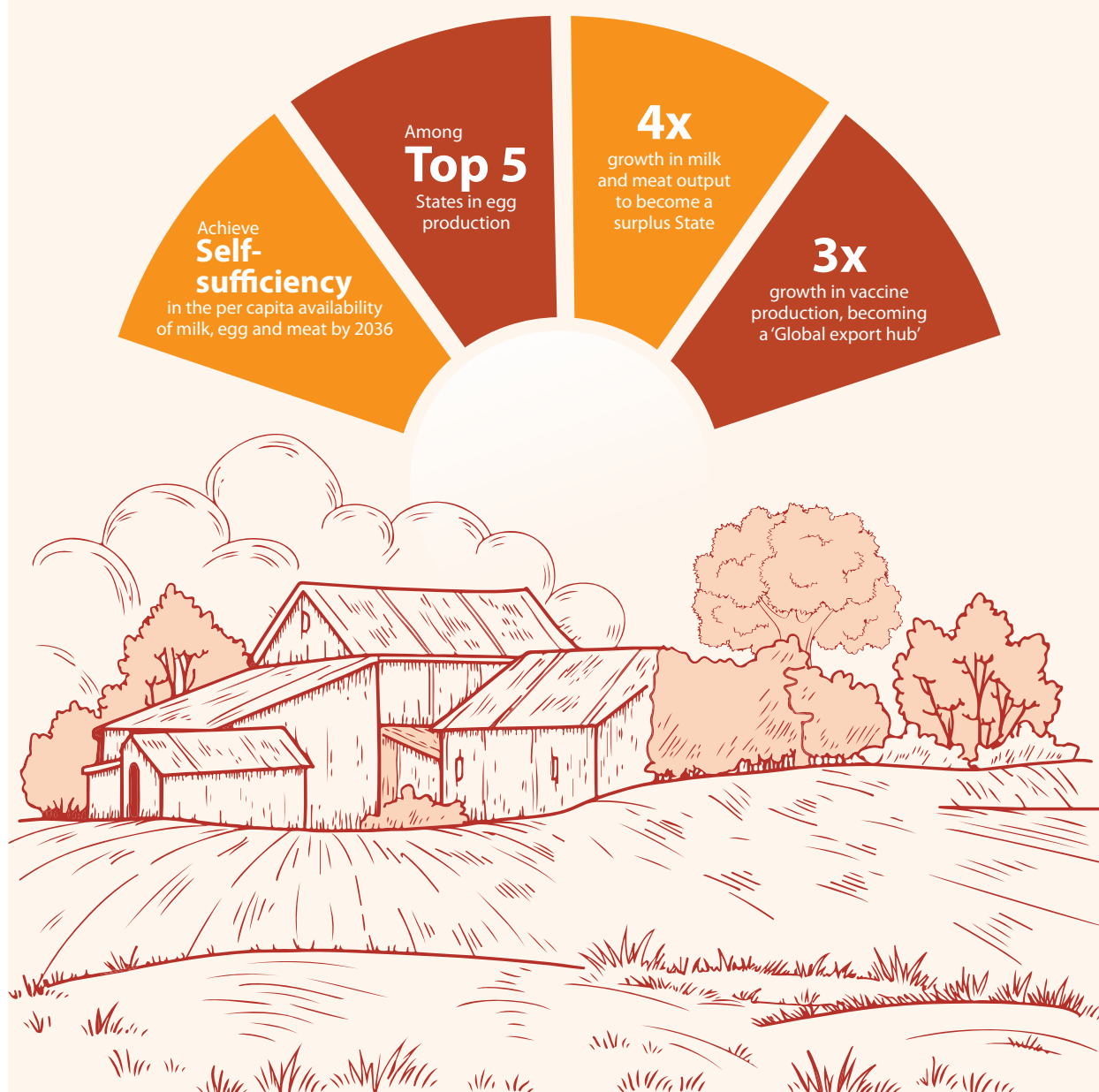
Improve livestock health care by establishing 'Livestock resource centres (Prani Sampad Seba Kendras)' for preventive vaccinations, veterinary polyclinics, and vaccine production labs



Vision and outcomes

VISION 2047

Achieve self-sufficiency and boost farmer incomes by transitioning to high-yield livestock, leveraging enhanced inputs, rigorous health monitoring, and export-focused value addition capabilities



Vision and outcomes

Target commodity	Key outcomes	Unit	Current	2029	2036	2047
Egg	Production	Crore units per annum	372	500	1,000	1,700
	Per capita availability	Nos. per annum	80	100	181	283
	Processing units	Number	-	2	5	10
Milk	Production	Lakh litres per day	70	80	165	274
	Per capita availability	Grams per day	156	175	300	456
	Dairy processing capacity	Lakh litres per day	15	25	60	100
Meat	Production	Lakh MT per annum	2	4	6	8
	Per capita availability	Kg per annum	5	9	11	13
	Processing units	Number	-	2	6	8
Overall	Veterinary polyclinics at sub-divisional level	Number	4	30	58	58
	Livestock Resource Centres (LRC) at potential Gram Panchayats (Prani Sampad Seva Kendra)	Number	-	314	1,000	2,000



BLUE ECONOMY

Scaling up fisheries and aquaculture

By 2047, the State envisions the following outcomes

- Be among the **top two states in shrimp production and export**, empowering coastal communities and driving global recognition
- Be among the **top three states in freshwater and seafood production and export**, fueling livelihoods and nourishing the nation
- Be among the **top three states in marine fishing**, unlocking the full potential of our oceans for prosperity and pride

Key initiatives to achieve the outcomes

Enhance shrimp production to 1.4 MMTPA through interventions across value chain, including:

- Promulgation of the 'Odisha Shrimp Mission' with clear targets and institutional support
- Enhancing production and supply of quality seed and feed
- Increasing cultivable brackish water area up to 10 km from the coastline (from 2 km currently)
- Improving overall productivity, including expanding the type and quantity of processing capabilities and trade support

Scale up marine fisheries to 0.6 MMTPA by establishing deep-sea fishing harbours (starting with Gopalpur), expediting the introduction of deep-sea fishing vessels and Tuna long liner fishing, upgrading and mechanising existing fishing vessels, enriching coastal stock through deployment of artificial reefs and sea-ranching, and developing a robust 'Water leasing policy' of territorial waters

Increase freshwater fish production to 3 MMTPA through development of aquaculture clusters for promoting export-oriented fish varieties such as genetically improved farmed Tilapia (GIFT), seabass, and mud crabs; expansion of culture area under private land, intensification of culture system (biofloc or RAS), species' diversification and promotion of value-added activities of freshwater species

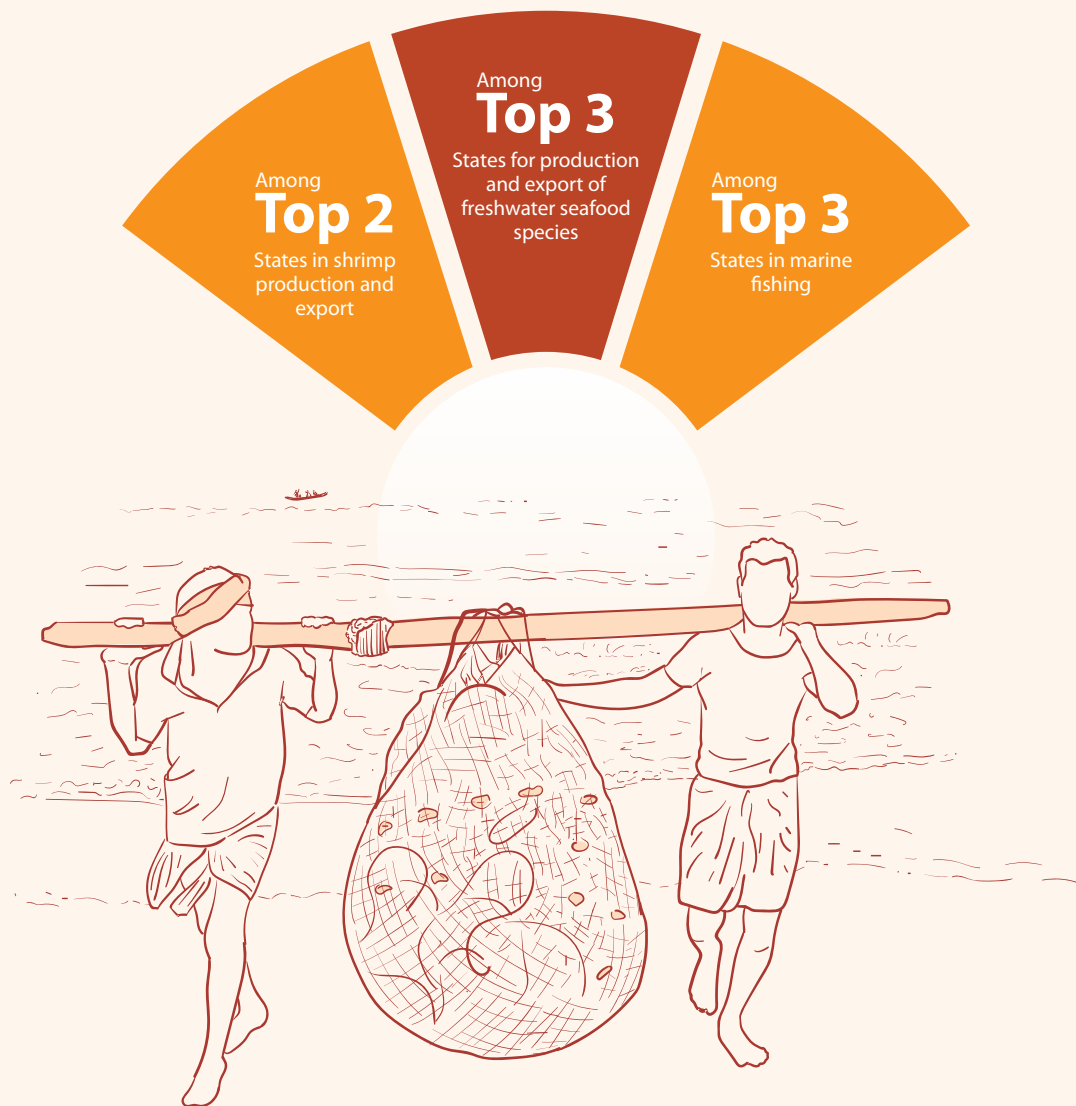
Develop and modernise fishing harbours and landing centres across Astrang, Chudamani, Gopalpur and Bahabalpur



Vision and outcomes

VISION 2047

Odisha envisions making the fisheries and aquaculture sector a key driver of its economic growth, contributing 20-25% to the agricultural GSDP



Vision and outcomes

Key outcomes	Unit	Current	2029	2036	2047
Fisheries and aquaculture production	MMTPA	1.12	2.20	3.30	5.10
Freshwater fish production	MMTPA	0.73	1.35	1.95	3.10
Brackish water shrimp production	MMTPA	0.16	0.50	0.90	1.4
Marine fisheries production	MMTPA	0.22	0.35	0.45	0.60
Annual shrimp export	INR k cr.	4	10	25	35
Shrimp hatcheries	Number	28	48	78	128
Deep-sea fishing harbours	Number	-	1	2	2
Fishing harbours and landing centres	Number	28	42	73	107
Ports with seafood export capability	Number	-	1	2	3
Seafood parks	Number	1	2	5	10



WATER SECURITY FOR A RESILIENT ODISHA

By 2047, the State envisions the following outcomes

- Ensure water security to meet rising demands from drinking water, irrigation, hydropower, green hydrogen, fisheries, tourism, floating solar, pumped storage projects, and inland waterways
- Achieve over 90% irrigation coverage across all feasible cultivable areas, unlocking the full potential of Odisha's agrarian economy
- Enhance cropping intensity from 160% to 220% by 2036 and 250% by 2047, through sustainable and efficient water utilisation
- Establish near 100% flood and drought resilience, supported by cyclone-resilient and adaptive water infrastructure
- Position Odisha as a front-runner in integrated, technology-driven, and climate-smart water resource management
- Rejuvenate key river systems to ensure both water quality and sustainable flow, securing long-term ecological health

Key initiatives to achieve the outcomes

- **Expand irrigation infrastructure**
 - Creating new water resources by completing all ongoing projects and initiating new ones
 - Optimising and modernising existing irrigation infrastructure including canal networks and all categories of irrigation projects
- **Strengthen water storage and conservation**
 - Construct additional water storage reservoirs, Instream Storage Structure (ISS) and check dams to ensure long-term water security
 - Minor irrigation projects / tanks to made to play a mojour role
 - Promote intralinking of rivers within the state
 - Promote watershed management to enhance groundwater recharge and minimise the impact of climate change on water availability
- **Promote water use efficiency**
 - Improve water efficiency in canal irrigation efficiency by 20%
 - Ensuring all irrigation potential created is utilised
 - Encourage widespread adoption of micro-irrigation techniques such as drip and sprinkler systems to optimise water use

■ Leverage digital and smart water management solutions

- Implement real-time monitoring and digital technologies for integrated water resource management
- Deploy smart water metering to ensure accountability and efficient distribution of water resources

■ Enhance the governance and policy frameworks

- Strengthen institutional capacity by establishing the State Water Resources Regulatory Authority to regulate water allocation and pricing
- Develop and enforce robust water governance policies to enhance coordination between sectors and stakeholders

Vision and outcomes

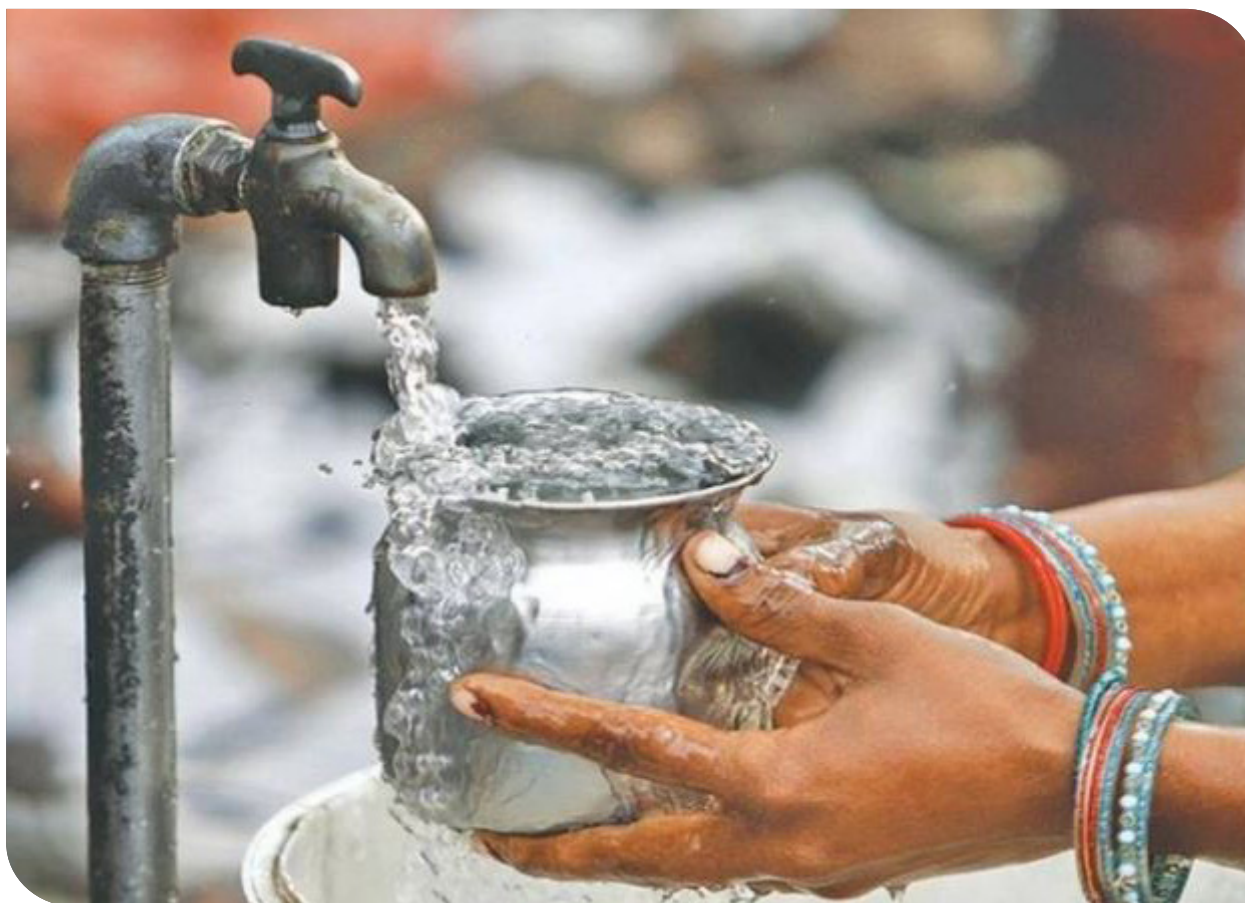
VISION 2047

Odisha aspires to become a national leader in sustainable and technology-driven water resource management ensuring equitable access to water for all sectors while enhancing climate resilience and economic growth



Vision and outcomes

Key outcomes	Unit	Current	2029	2036	2047
Irrigation coverage (for relevant areas)	%	55%	65%	80%	90%
Storage capacity (over current levels)	BCM	23.60	24.60	25.60	27.60
Micro-irrigation coverage	%	2%	5%	10%	15%
Canal water-use efficiency	%	<40%	45%	50%	60%
Ground water storage (over current levels)	BCM	17.46	17.71	18.01	18.46



RURAL RENAISSANCE

Improving ease of living and creating non-farm employment

By 2047, the State envisions the following outcomes

- Achieve zero poverty status in Gram Panchayats
- Ensure 100% saturation of basic amenities, including energy and water supply, in semi-urban areas by 2036 and rural areas by 2047
- Enable 100% connectivity through roads and bridges, with lane-width goals met by 2047
- Double non-farm jobs in rural areas, ensuring near zero distress migration caused by lack of job opportunities

Key initiatives to achieve the outcomes

Launch a '**Model village mission**', saturating all 50k+ villages in Odisha with access to basic amenities and community spaces

Plan and implement a **rural non-farm employment enhancement programme** to double non-farm employment

Ensure **100% saturation of rural road connectivity** following the State road sector policy for formation, width and basic quality standards

Implement **capacity programmes for Gram Panchayats** and other community-based organisations (CBO) including management training and improved administrative capacity, while ensuring better representation of marginalised communities



Vision and outcomes

VISION 2047

Empowering Odisha's rural economy to achieve urban-level prosperity and ensure self-governing communities with modern infrastructure and diverse livelihood opportunities



¹ Community-based organisations

Vision and outcomes

Category	Key outcomes	Unit	Current	2029	2036	2047
Infrastructure	Power supply	No. of hours per day	23.4	23.8	24	24
	Water supply	No. of hours per day	4	6	12	24
	Access to piped, drinking water connections	% households	58%	100%	100%	100%
	People living in pucca houses ¹	% households	79%	100%	100%	100%
	Access to individual household latrine (IHHL)	% households	97%	100%	100%	100%
	Connectivity by pucca roads ²	% villages	85%	87%	90%	100%
	Usage of clean fuel as primary source of energy ⁴	% households	37%	>75%	>85%	>99%
Economic opportunities and standard of living	New non-farm jobs	Cumulative, in lakhs	-	10	25	55
	Multidimensional poverty in rural areas ⁶	Index	0.15	<0.12	<0.1	<0.06
	Access to bank facility within a 5 km range	% villages	50%	100%	100%	100%
	Car ownership in rural areas ⁷	% households	2.7% (for overall State)	8%	20%	50%
	Rural tele-density ⁹	%	61%	90%	>100%	>120%
	Internet subscription in rural areas ⁸	%	39.5	50%	100%	100%
	Average per capita drinking water in rural areas	Litres per day	70	80	100	>120
	Average number of drinking water taps per household	#	1	>1	2	3
	Rural households with tap water	%	76%	100%	100%	100%

¹ Punjab (96%); ² Punjab (98%); ³ Rajasthan (92%); ⁴ Telangana (96%), Karnataka (87%); ⁵ Kerala (99%), Telangana (73%)

⁶ Kerala (0.3%), Tamil Nadu (0.1%); ⁷ Punjab (26%); ⁸ Kerala (58%), Punjab (49%); ⁹ Odisha urban (139%), India total (85%), India urban (134%)



PROSPERITY FOR ALL



This foundation outlines Odisha's economic vision—transforming into a USD 1.5 trillion economy by 2047. It focuses on job creation, value addition, urban expansion, and inclusive industrial growth. Through infrastructure modernisation and targeted reforms, it aims to unlock long-term prosperity for every household.

Chapters under this foundation include:

- **Industries:** Fueling economic expansion and employment generation
- **Harnessing mineral wealth:** Leading in sustainable mining and metals
- **Logistics, infrastructure and connectivity:** Enabling seamless, regional integration
- **Urbanisation as a growth engine**
- **Energy and sustainability:** Powering India's energy future
- **Service sector expansion:** Driving job growth
- **Startup Odisha:** The launchpad for innovative ideas



INDUSTRIES

Fueling economic expansion and employment generation

By 2047, the State envisions the following outcomes

- Rank among the top five States in manufacturing GSVA with at least two major green industry hubs by 2047
- Achieve a 7.5% share in India's exports, including contributions from MSMEs, by 2047, with an interim goal of 5% by 2036 (currently 3%)
- Attract investments of over INR 30 lakh crore in the next 15 to 20 years, doubling employment in the manufacturing sector while ensuring strong compliance with labour welfare standards
- Rank among the top three States in ease of doing business by 2036, improving from the current sixth position
- Focus on attracting more employment-intensive sectors such as textiles and apparel manufacturing, food processing, and MSMEs, with the aim of generating employment for 2 to 2.5 lakh people within the state each year

Key initiatives to achieve the outcomes

■ Establish a 'Manufacturing mission'

Odisha will develop industrial mega-parks spanning 1,000 to 3,000 hectares across its priority and thrust sectors. These parks will include:

- Plug-and-play infrastructure to enable quicker industrial setup
- Shared business development services to improve operational efficiency
- Worker housing, tool rooms, and other facilities to support a thriving workforce
- Support for seamless land acquisition to facilitate large-scale industrial development

■ Strengthen the MSME ecosystem

Odisha aims to build a robust MSME base that supports large industries and exports. The State will:

- Provide incentives for in-State procurement by large industries to encourage local supply chains
- Expand supply chain financing schemes to support MSMEs with their working capital needs
- Introduce export support programmes to improve the global competitiveness of MSMEs
- Establish MSME clusters across districts of the State for relevant sectors to promote clusterisation of industries, facilitating connection to global supply chains for export orientation
- Provide Government facilitation for quality upgradation and certification of MSME products to ensure global standards



■ Enhance the 'Ease of Doing Business' (EoDB)

Odisha is committed to creating a business-friendly environment by forming an Group of Ministers (GoM) under the Hon'ble Chief Minister to:

- Streamline regulatory processes for faster approvals
- Simplify compliance requirements to reduce the administrative burden on businesses
- Ensure continuous improvement in EoDB rankings

■ Upskill the workforce and prioritise labour welfare

The State will implement targeted initiatives to support over 30 lakh workers by:

- Offering job-specific skilling programmes in advanced manufacturing technologies and priority and thrust sectors
- Strengthening labour welfare schemes to ensure workplace safety, fair / statutory wages, social security and job satisfaction

■ Create robust governance mechanisms

Odisha will put in place effective governance frameworks to oversee industrial growth. This will include:

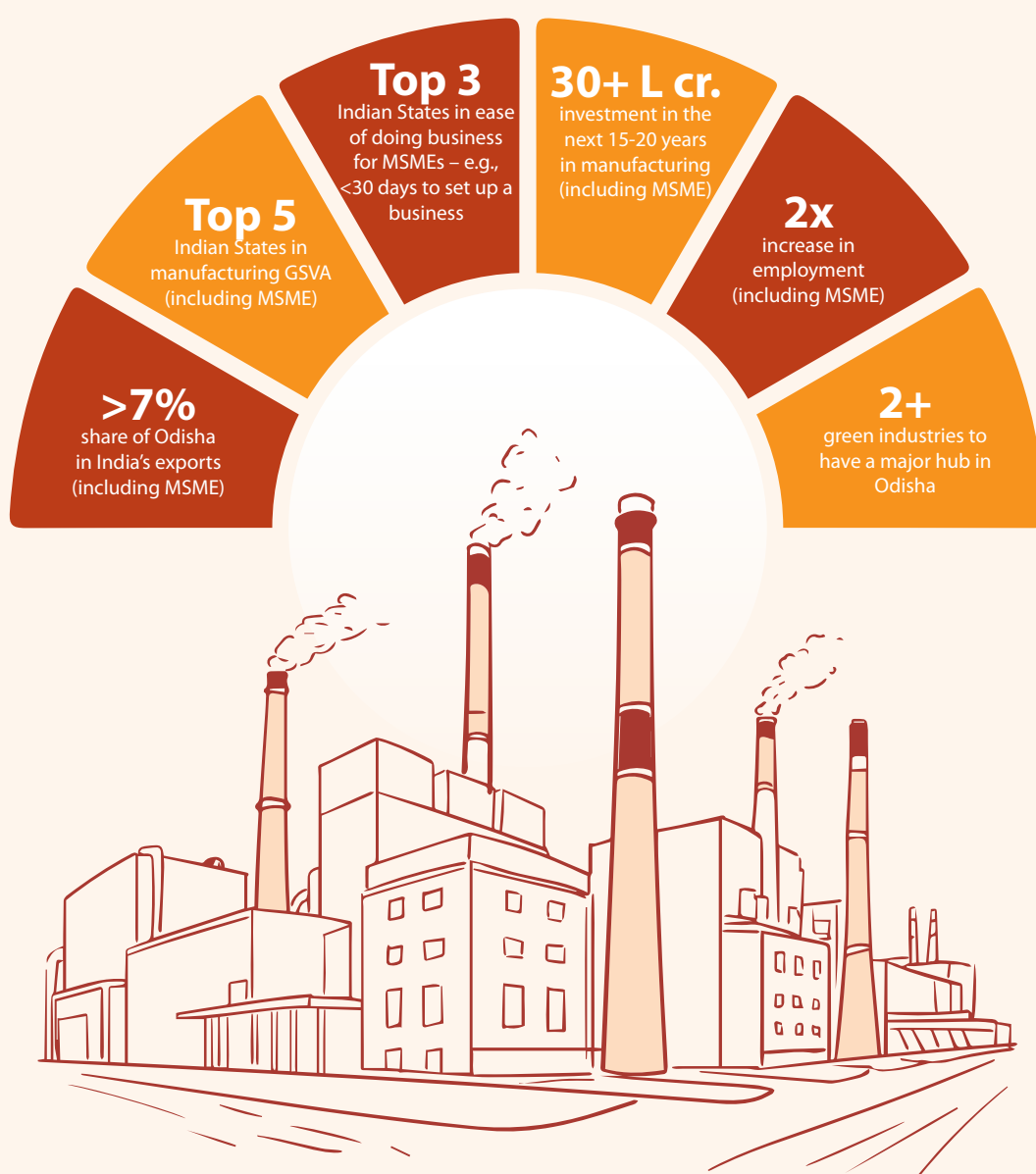
- A dedicated project management office to track industrial projects and ensure timely execution
- Investment promotion strategies to attract domestic and international investors



Vision and outcomes

VISION 2047

Become India's leading end-to-end, manufacturing hub, capturing export opportunities



Vision and outcomes

Key outcomes	Unit	Current status	2029	2036	2047
Share of Odisha in India's exports	%	2.5%	3.5%	5%	7.5%
Contribution to State GSVA (in nominal terms)	%	23%	25%	26%	27%
Odisha-headquartered industrial companies in Global Fortune 500 ¹	Nos.	-	1	3	5
Per capital income (in nominal terms)	INR lakh	~2	3	9	32
Position on 'Ease of doing business' index in India	Rank	6 th	Top 5	Top 3	Top 3
Time required to start a business ²	No. of days	-	<15	<10	<5
Major industries contributing to more than 5% of manufacturing GSVA	Nos.	2	3	4	>5
Output/ input ratio for manufacturing	Multiple	1.3	1.5	1.7	>2
Industrial power consumption from green sources ³	%	<10%	15%	25%	>33%
Industrial emissions per GSVA ⁴	MtCO ₂ e billion	-	<5	<3	<2
Share of MSMEs with access to formal credit	%	-	>33%	>60%	~100%



¹ Mumbai (3), India (6), Japan (22); ² In line with national targets; New Zealand (~1), USA (~4), UK (~5)

³ Norway (72%), Brazil (46%), Canada (30%); ⁴ In line with national targets

HARNESSING MINERAL WEALTH

Leading in sustainable mining and metals

By 2047, the State envisions the following outcomes

- **Leadership in mineral production:** Odisha will retain its position as India's top State in mineral production, with a target mining GSVA of INR 4.8 lakh crore. This will be driven by increased iron ore production of 320 MMTPA and bauxite production of 32 MMTPA, alongside coal production catering to the growing power demands of the nation
- **Dominance in metal manufacturing:** Odisha will strengthen its global position as a leader in basic metal production, with steel production growing to 165 MMTPA and aluminium production to 32 MMTPA
- **Energising downstream ecosystems:** The State will attract incremental capital investment of INR 2 lakh crore to establish mega metal parks and energise the downstream metal-processing industry
- **Sustainable growth and decarbonisation:** Odisha will champion sustainable mining practices and work towards achieving net-zero emissions by aligning with India's national decarbonisation goals

Key initiatives to achieve the outcomes

Accelerating mineral exploration

Odisha will develop a roadmap to unlock its full mineral potential by:

- Identifying and prioritising high-potential mineral zones through advanced geological surveys and data analytics
- Collaborating with international experts and technology providers to adopt cutting-edge exploration techniques and global best practices
- Establishing streamlined regulatory frameworks and offering attractive incentives to encourage domestic and foreign investments in mineral exploration

Streamlining mine operationalisation

The State aims to reduce the average time for mine operationalisation from 4.5 years to three years by 2036 through:

- Digitising permits and approval processes via single-window platforms to ensure faster clearances
- Encouraging public-private partnerships (PPPs) to leverage expertise and resources for rapid project development
- Implementing robust project management and monitoring systems to ensure timely execution and address bottlenecks efficiently



Expanding multi-modal mineral evacuation infrastructure

Odisha will modernise its transportation systems to ensure efficient mineral evacuation by:

- Increasing the share of railways, slurry pipelines, ports, and inland waterways to 80% of the transportation mix
- Developing an integrated multi-modal network to support the growing output of major mining clusters

Fostering downstream metal processing

To build a thriving downstream ecosystem, Odisha will:

- Establish state-of-the-art mega metal parks to support value-added metal processing
- Provide financial incentives, technical assistance, and skill development programmes tailored to the needs of MSMEs
- Promote innovation and technology adoption through dedicated R&D centres and collaborations between academia and industry

Odisha will focus on three key enablers

- **Preparing a future-ready workforce:** Odisha will develop a world-class workforce through dedicated skilling hubs, educational institutions, and research centres, enabling its citizens to take on roles in emerging technology-driven sectors
- **Prioritising Environmental, Social, and Governance (ESG) practices**
 - Promote sustainable land use and conservation practices
 - Enhance resource efficiency by achieving higher conversion rates of 55–60% iron ore grades to pellets, and reducing waste and rejection
 - Ensure worker safety and well-being through targeted welfare programmes and community partnerships
- **Advancing decarbonisation goals:** Odisha will lead efforts in the decarbonisation of the mining and metals sector, aligning with India's goal of net-zero emissions by 2070

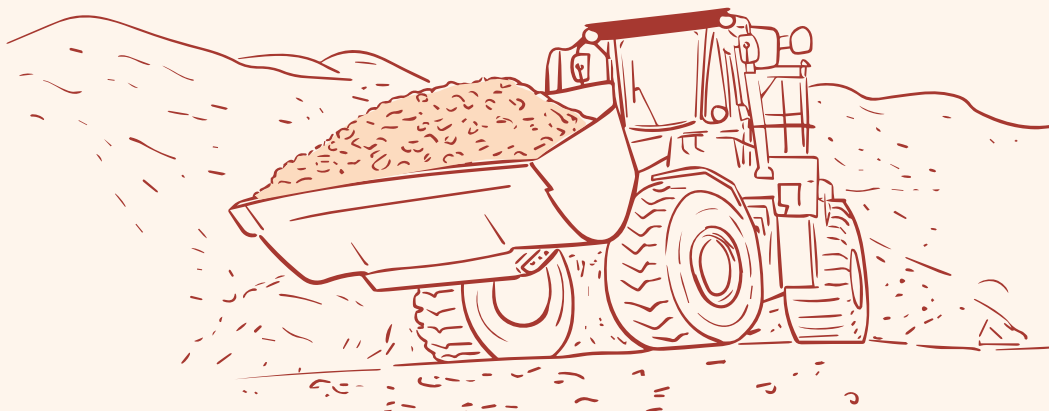
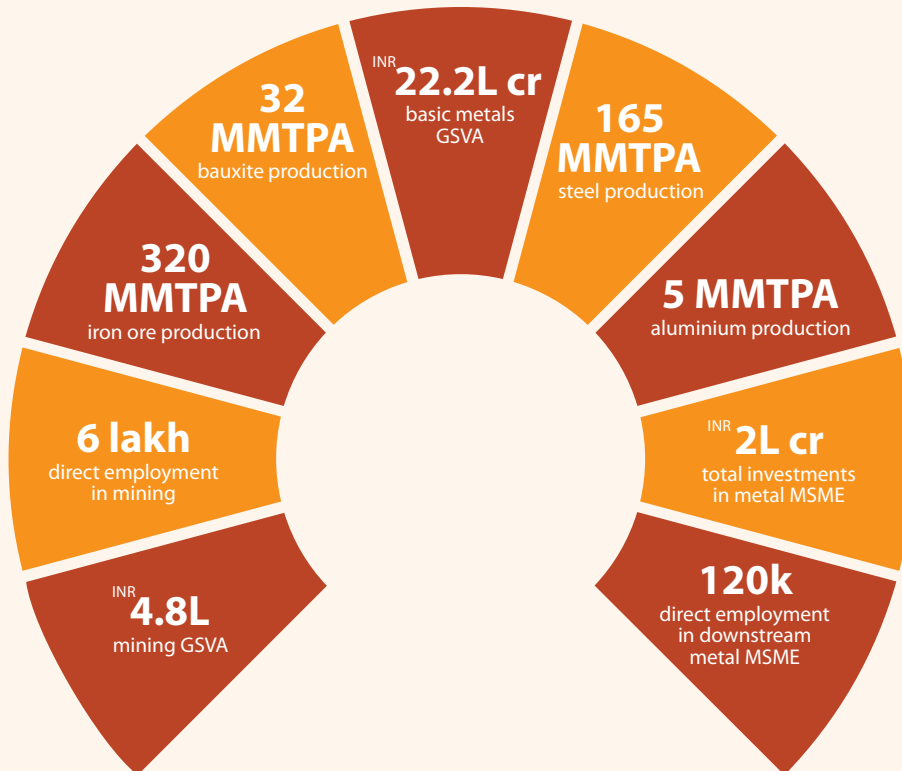


Vision and outcomes

VISION 2047

Become Asia's premier hub for mining and metals, leading India's industry through sustainable production practices and a future-ready workforce

- Retain leadership as India's top State in mineral production
- Grow dominance in basic metal production
- Build downstream metal ecosystem in India



Vision and outcomes

Key outcomes	Unit	Current	2029	2036	2047
Mining GSVA	INR k cr.	68	101	250	480
Basic metals GSVA	INR k cr.	309	537	933	2220
Cumulative investments in metal MSME	INR k cr.	-	30	100	200
Employment in mining ¹	'000 nos.	200	200+	300+	600+
Employment in primary metals	'000 nos.	200	700+	1,300+	2,100+
Employment in metals MSME ¹	'000 nos.	4	30	75	125
Iron ore production	MMTPA	155	220	250	320
Steel production ²	MMTPA	23	60	130	165
Bauxite production	MMTPA	18	22	25	32
Aluminium production ²	MMTPA	3	4	4	5
Chromite ore production	MMTPA	3	4	5	7



¹ Only direct employees estimated; ² Includes supply from scrap metal
Source: Indian Bureau of Mines, Steel and Mines department

LOGISTICS, INFRASTRUCTURE AND CONNECTIVITY

Enabling seamless, regional integration

By 2047, the State envisions the following outcomes

- Handle 33% of India's total port cargo (from 13% currently)
- Increase the share of rail, aviation, ports and waterways in intra- and inter-State freight movement to 55% (from less than 10% currently)
- Achieve near 80% electric vehicle (EV) / Alternate Fuel Vehicles sales penetration in road transport (currently around 7% of new sales)

Key initiatives to achieve the outcomes

Ensure 100% public transport connectivity with high-quality service and safety standards

- Aim to modernise around 75,000 km of road network by 2030 including over 30,000 km of rural roads
- Plan and implement regional metro connectivity in city agglomerations, like developing the Regional Rapid Transit System (RRTS) in the Bhubaneswar-Cuttack-Puri-Paradip quad-city

Develop eight new non-major ports / jetties and related infra to handle 500 MMTPA of cargo by 2047 to provide superior passenger amenities and promote tourism

- Identify strategic locations for eight new ports for development and optimisation of cargo handling infrastructure
- Invest in state-of-the-art port infrastructure and leverage technology to enable data-driven insights, foster cross-disciplinary collaboration, support seamless data exchange and analysis, and enhance overall operational efficiency.

Develop six National Waterways (NW) to promote inland water transport

- Develop NW-5 and NW-64 by providing fiscal incentives to developers, consignees and end-users
- Launch strategic initiatives to unlock full potential of inland waterways enabled by state-of-the-art technology for safe and efficient transportation

Enable port-led development by way of Maritime Coastal Regional Plans (MCRP) for Coastal Economic Zones (CEZ) – aiming to handle one-third of India's cargo by 2047

Enhance airport capacity and frequency of flights to achieve annual volumes of over 500k passengers per million population

- Develop at least five new airports under the 'Ude Desh ka Aam Naagrik (UDAN)' scheme by 2036, including one international airport, potentially in Puri
- Upgrade existing airports by enhancing terminal facilities, expanding runways, and incorporating advanced technologies to improve passenger experience and operational efficiency

Enhance multi-modal connectivity and establish eight multi-modal logistics parks (MMLP)



Develop allied industries which leverage and enhance the transport infrastructure

- Create an INR 5 lakh crore shipbuilding and repair industry by 2047
- Establish at least one world-class Maintenance, Repair, and Overhaul (MRO) facility for the aviation sector in Odisha by 2036, with potential locations including Puri Aerotropolis, Bhubaneswar, and other key airports across the State.

Promote the development of integrated shipbuilding and ship repair facilities by:

- Identifying and designating strategic coastal and inland locations
- Extending targeted incentives and policy support through the Industrial Policy Resolution (IPR)

Enable the growth of aviation auxiliary projects to strengthen regional air connectivity and innovation by:

- Encouraging the promotion and operationalisation of seaplane services
- Facilitating the development of heliports across strategic urban and remote areas
- Supporting the establishment of aero-sports, along with drone training and testing infrastructure

Facilitate gradual decarbonisation of all transport systems aiming for near 100% clean or low-carbon road transport

- Promote the use of electric and alternate fuel vehicles through incentives and infrastructure development, reaching 80% penetration in registration by 2047
- Implement policies to reduce emissions and encourage sustainable transport practices

Increase private sector share in road, aviation and ports infrastructure financing aiming to achieve 50% share by 2036

Invest in skilling and capability building for growth of the sector

- Establish a dedicated Department of Maritime Studies in one of the State universities and operationalise the Aviation Centre in Dhenkanal by 2030, to strengthen Odisha's capabilities in the maritime and aviation sectors.
- Collaborate with academic institutions to foster research and innovation in transport

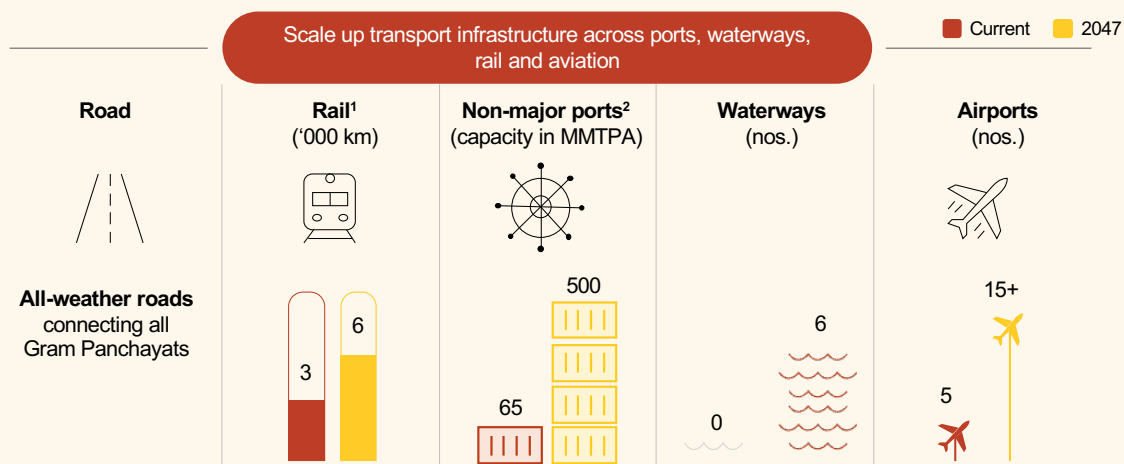
Establish an Empowered Group of Secretaries (EGoS) to design and implement the State's multi-modal transport strategy



Vision and outcomes

VISION 2047

Odisha envisions building a multi-modal, citizen-centric, and green transport infrastructure that supports a fast-growing economy and promotes sustainable development



¹ Including metro and Regional Rapid Transport System (RRTS); ² Handling capacity

³ Includes cargo handled by both major and non-major ports; ⁴ Currently less than 10%; ⁵ For trucks, also includes Hydrogen and LNG trucks



Vision and outcomes

Key outcomes	Unit	Current	2029	2036	2047
Ports, waterways and airports					
Handling capacity of non-major ports	MMTPA	80	100	200	500
Share of India's cargo handled by non-major ports	%	7	15	25	33
Operable National waterways	Number	-	2	4	6
Non-major ports with green hydrogen or ammonia hub	Number	-	1	2	4
River vessels operating on green and low carbon fuels	%	-	40	75	100
Cruise tourism (No. of river cruises)	Number	0	5	10	20
Cruise tourism (No. of cruises terminals)	Number	0	1	2	4
Civilian airports	Number	5	6	9	15+
Logistics					
Total modal freight share for rail and water	%	10	18	30	55
Average freight truck speed	kmph	33	40	60	80
Share of infrastructure funding from corporate sector	%	-	30	50	70
Multi-modal logistics parks	Number	-	2	4	8
Road freight cost (real terms)	INR per tonne-km	4	3	2	1.5
Decarbonisation, women participation and safety					
Electric (EV) and alternate-fuel vehicle registration	%	7	50	70	80
E-buses penetration	%	30	40	50	100
Women labour force in OSRTC ⁶ buses	%	21	30	36	50
Road accident deaths	% reduction from current levels	-	50%	60%	80%

⁶ Odisha State Road Transport Corporation

URBANISATION AS A GROWTH ENGINE

By 2047, the State envisions the following outcomes

- Achieve 60% level of urbanisation by 2047, 40% by 2036 across the State
- Over 60% GSDP from major agglomerations (currently 20%), with the Bhubaneswar-Cuttack-Puri-Paradip Economic Region (BCPPER) contributing approximately 33% to the State GSDP by 2047
- At least two cities listed on the 'Top 100 Global Liveability Index' by 2047, with at least one city being listed by 2036
- 100% access to basic amenities and community spaces in all towns and cities by 2036
- Provide affordable housing and drink from tap water across all eligible areas

Key initiatives to achieve the outcomes

Establish Bhubaneswar-Cuttack-Puri-Paradip Economic Region (BCPPER) as a USD 500 billion hub through integrated economic planning, covering six key components – innovation and knowledge hub, tourism destinations, logistics and hi-tech manufacturing, tertiary education, medical tourism and planned urbanisation, sustainability, multi-modal connectivity, and port-led development

Activate three additional agglomerations based on BCPPER as a model agglomeration: Bargarh-Jharsuguda-Sambalpur, Berhampur-Chhatrapur-Gopalpur, and Jeypore-Koraput-Sunabeda

Transform eight cities around industrial clusters: Angul, Balangir, Bhadrak, Kalinganagar (Vyasnagar), Keonjhar, Baripada, Rayagada, and Rourkela, as model cities with strong economic anchor(s), world-class townships, mixed use spaces, 100% access to basic and advanced amenities, and multi-modal connectivity

Launch a comprehensive 'Liveable cities mission' ensuring minimum quality of life for around 45 cities with more than 25k population¹

Set up a well-structured governance system with devolution, robust capability building, and a focus on women empowerment, ensuring 100% saturation of professional town planning capacity for all Urban Local Bodies (ULB)

Constitute a task force committee team under the Regional Development Authorities (RDA), with high public investments in the initial phases, enabling corporate investments in subsequent cycles

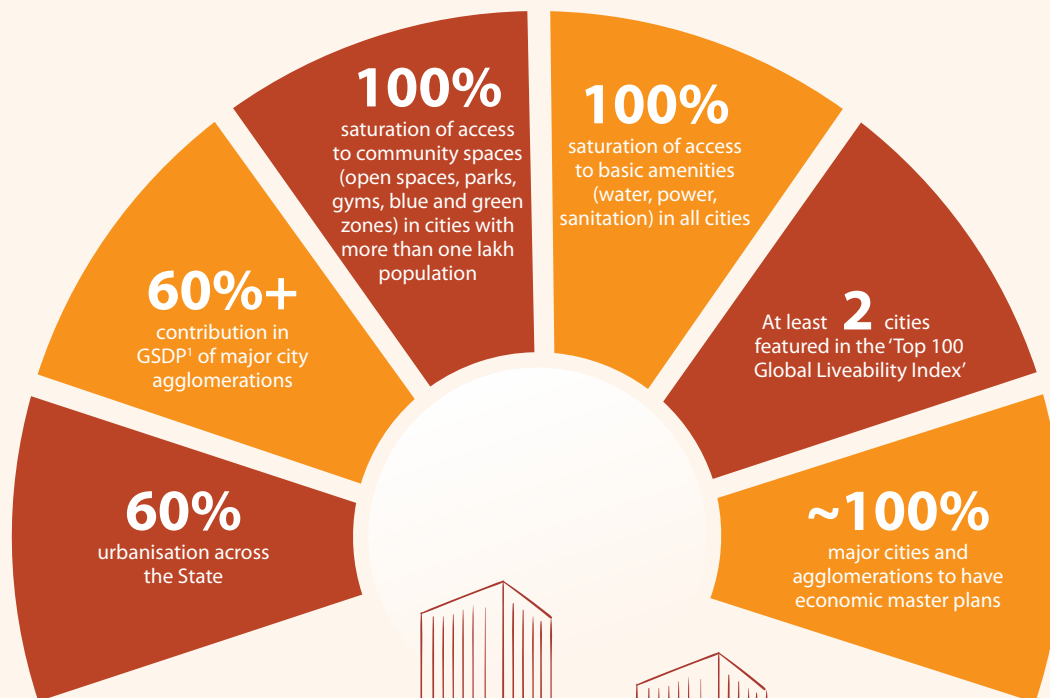
Facilitate policy reforms such as strengthening centralised town planning, by empowering the 'Directorate of City Planning' and ensuring revision of economic plans every five years

¹ per 2011 Census, including the ones covered in other initiatives

Vision and outcomes

VISION 2047

Inclusive city agglomerations as socio-economic epicentres driving sustainable growth with future-ready infrastructure and enhanced quality of life



¹ Currently 20%

Vision and outcomes

Category	Key outcomes	Unit	Current	2029	2036	2047
Planning	Level of urbanisation	% coverage	17% ¹	30%	40%	60%
	Cities with more than 15 lakh population	Nos.	Nil ¹	1	3	5
	Cities with master economic plans	% coverage	-	80%	100%	100%
Utility infrastructure	Households with piped water connections	% coverage	98%	100%	100%	100%
	24/7 access to drinking water	% coverage	40%	100%	100%	100%
	Solid waste processing ²	% generated	97.7%	100%	100%	100%
	Waste-water managed	% generated	25%	50%	70%	100%
	Average duration of power supply	No. of hours per day	23.7	23.8	23.9	24
Urban transport/ connectivity	Cities with public transportation	% of all	10%	25%	60%	90%
	Public transport use ³	% daily commuters in cities with public transportation	5-7%	25%	35%	>50%
	Non-motorised transport (NMT) ⁴	% of total length of road network	-	5%	10%	20%
Housing	People living in pucca houses ⁵	%	59%	90%	100%	100%
Sustainability and inclusivity	Electric vehicle and alternate fuel vehicle registration	% of total	10%	35%	70%	80%
	Average Air Quality Index (AQI) ⁶	AQI	65	50	40	<40
Private investment	Share of corporate investment in infrastructure development ⁷	% ⁸	-	10%	15%	25%
Capacity and capability building of governance bodies	Vacancy rate in Urban Local Bodies (ULB)	%	-	<33%	<20%	<10%
	ULBs with annual training	%	50%	80%	90%	100%

¹ According to 2011 Census; ² Swachhatam Portal, Government of India

³ Public Transport use: 3.3 Lakhs daily covering 3 large cities in Odisha. Delhi (~60% with 30L+ metro daily users), Hong Kong (90%)

⁴ India (targeting 10-15%), Amsterdam (30-35% cycling); ⁵ Andhra Pradesh (94%); ⁶ Chicago (13), Perth (14), San Francisco (22)

⁷ India (targeting >18% by 2047), Mumbai metro (67%), London's cross-rail project (75%)

⁸ Delhi Development Authority (30%), Hong Kong (>20%)

ENERGY AND SUSTAINABILITY

Powering India's energy future

By 2047, the State envisions the following outcomes

- **Become a top five energy-exporting State**, supplying power to Southern and Eastern India and beyond
- **Achieve at least 33% green power consumption in industrial sectors**, maintaining competitive tariffs to attract investment
- **Enable green industries**, including green steel and aluminium production, through 3–5 MMTPA green hydrogen production capacity
- **Develop a future-ready power ecosystem**, with near 100% digitisation, disaster-resilient infrastructure, and advanced technologies like high-voltage direct current (HVDC) systems
- **Drive over 50% green electrification** in agriculture and residential areas through dedicated State-specific initiatives like PM KUSUM and PM Suryaghar¹
- **Reduce carbon emissions by at least 10%**, improving energy efficiency across manufacturing, transportation, and agriculture

Realising this Vision will require INR 2.5-3 lakh crore investments over the next 12-15 years across generation, transmission, and distribution. This is expected to result in three times boost in employment in the sector.

Key initiatives to achieve the outcomes

Enable robust resource adequacy planning, projectisation and implementation to fulfil 400k MU aggregate and 80-90 GW peak demand, including institutionalising the demand planning exercise on a five-year rolling basis for key demand hotspots (e.g., Bhubaneswar)

Plan and implement transmission expansion leading to INR 80-100k Crore infrastructure investments, with a tendering plan for intra-and inter-State grid expansion leveraging the tariff-based competitive bidding (TBCB) route

Develop at least three green energy zones exclusively for industries requiring majorly green energy

Achieve at least 10% carbon emissions reduction through energy saving and efficiency across target sectors like manufacturing, transportation, and agriculture

Mobilise INR 1.8-2 lakh crore corporate investments (around 70% of the total investment requirement) through tailored incentives and policies, energy-themed roadshows focusing on new technologies like floating solar, small modular reactors for nuclear, storage, etc.; establish a '**State green energy transition fund**' to provide initial investments for energy transition

¹ PM KUSUM: Pradhan Mantri Kisan Urja Suraksha evam Utthaan Mahabhiyan | PM Suryaghar: PM – Surya Ghar: Muft Bijli Yojana

Launch targeted skilling courses to ensure workforce readiness for energy transition such as solar rooftop installation, and operations and maintenance (O&M) of green energy equipment, etc.

Constitute an inter-departmental war room under the Chief Secretary to ensure energy expansion and green transition to achieve State objectives

Vision and outcomes

VISION 2047

Be a pivotal force in India's energy story, becoming a self-sufficient energy hub and a major exporter, ensuring balanced and sustainable future



Vision and outcomes

Key outcomes	Unit	Current status	2029	2036	2047
Per capita domestic consumption of electricity	kWh/person	223	248	360	430
Installed renewable energy capacity ²	% of total installed capacity	18	36	60	70
Renewable energy generation	% of total generation	10	20	45	55
Emissions reduction from thermal power plant (against 2024 level)	%	0	10	25	40
Aggregate technical and commercial (AT&C) losses ⁴	%	22	15	10	7
Installed pumped storage (PSP) capacity	% of India's PSP capacity	0	5	15	30
Installed green hydrogen capacity	MTPA	0	1	3	5
Transmission to generation capacity ratio	MVA/ MW	3.2	4	5	6



Source: Odisha Economic Survey Report 2023-24, PFC Report, CEEW, IEA

SERVICE SECTOR EXPANSION

Driving job growth

By 2047, the State envisions the following outcomes

- Increase the services sector's contribution to over 49% of the State's GSVA (in nominal terms, from the current 36%) by 2047, reaching around 42% by 2036
- Contribute more than 10% to India's service GVA by 2047 and 7% by 2036 (currently 2%)
- Champion at least 33% green commercial power consumption by 2036, reaching 50% by 2047, while maintaining competitive tariffs
- Increase employment in the sector by approximately 2.5 times and per capita income by seven times

Key initiatives to achieve the outcomes

To achieve these objectives, the State has identified over 30 strategic opportunities, categorised as follows:

- **High-skill, new-age opportunities** such as biotechnology, aerospace, and mineral research, etc. This includes promoting unique services in Odisha, such as drone operations for agriculture and mining, and specialised elderly care services to meet changing demographic needs
- **Low-skill, high-demand opportunities** like banking, nursing, and gig-economy roles, including e-commerce delivery and personal care services, ensuring wide accessibility and participation

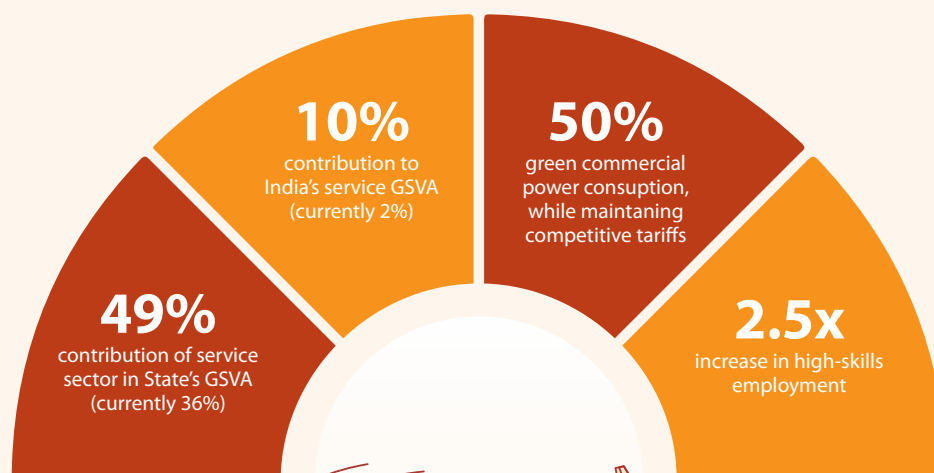
Out of these, Odisha is expected to capture more than 60% of the value from the following six opportunities:

- **Odisha's 'Financial technology and knowledge' (FINTEK) city** in Bhubaneswar serving as a nucleus for international banking, insurance, and fintech services
- **Five state-of-the-art Global Capability Centre (GCC) hubs**, starting with Bhubaneswar-Cuttack-Puri-Paradip and Bargarh-Jharsuguda-Sambalpur economic regions, to cater to the burgeoning demand for IT, finance, and customer services outsourcing
- **Two Edu-cities in Sambalpur and Bhubaneswar and one Medi-city in Cuttack** catering to domestic and international markets
- **Network of international data centres in Bhubaneswar-Cuttack-Puri-Paradip Economic Region (BCPPER)** with undersea landing station in Puri and of Tier-IV data centres in Rourkela and Bargarh-Jharsuguda-Sambalpur tri-city providing high-tech infrastructure for IT/ITeS industries
- **Regional hub for aviation services**, supporting logistics, training, and innovation
- **Global knowledge hub** for green steel and sustainable mineral practices

Vision and outcomes

VISION 2047

To become a global leader in high-quality, value-added service exports, leveraging next-gen technologies to boost per capita incomes and meet future demands



Vision and outcomes

Key outcomes	Unit	Current	2029	2036	2047
Contribution to India services GVA ¹	%	2%	4%	7%	10%
Contribution to India's services exports ²	%	<1%	2%	4%	>5%
Contribution to Odisha's GSVA ³ (nominal)	%	36%	38%	42%	49%
Per capita income (nominal) ⁴	INR lakh	1.8	3.2	9.0	32.3
Major services parks in Odisha	Nos.	1	3	5	7
Commercial power consumption from green sources	%	<7%	10%	33%	50%



STARTUP ODISHA

The launchpad for innovative ideas

By 2047, the State envisions the following outcomes

- Establish itself among the **top five startup ecosystems in India**, recognising as the 'Entrepreneurship Hub of the East'
- Nurture **5 to 8 unicorns** with roots in Odisha
- Achieve **10 per cent of total job creation** through startups by 2036
- Ensure **50 per cent of startups are owned or led by women** by 2047, with a milestone of **33 per cent by 2036**

Key initiatives to achieve the outcomes

Outcome - This will provide a platform to the start-ups to showcase their products and also an opportunity for marketing

Global innovation and startup city initiative: Develop Bhubaneswar-Cuttack-Puri-Paradip Economic Region (BCPPER) as one of the major '**Startup Hubs of the East**', supported by cutting-edge infrastructure, innovation clusters, and an enabling policy

State-led corporate venture funds and innovation alliances: Forge partnerships with leading corporate venture capital firms and global investors to channel investments into promising startups across key sectors

Fund-of-funds for startups: SIDBI managed fund-of-funds (FoF) of INR 100 cr. created with four alternate investment funds (AIFs) to support startups at various stages of growth, ensuring comprehensive financial support. The funding pattern under the **Odisha Start-up Growth fund** will be increased to Rs 500 crore, which will enable the start-ups to overcome the fund barriers

Marquee talent attraction and retention programmes: Introduce flagship programmes aimed at attracting global talent and creating an ecosystem that retains and nurtures entrepreneurial aspirations within the State

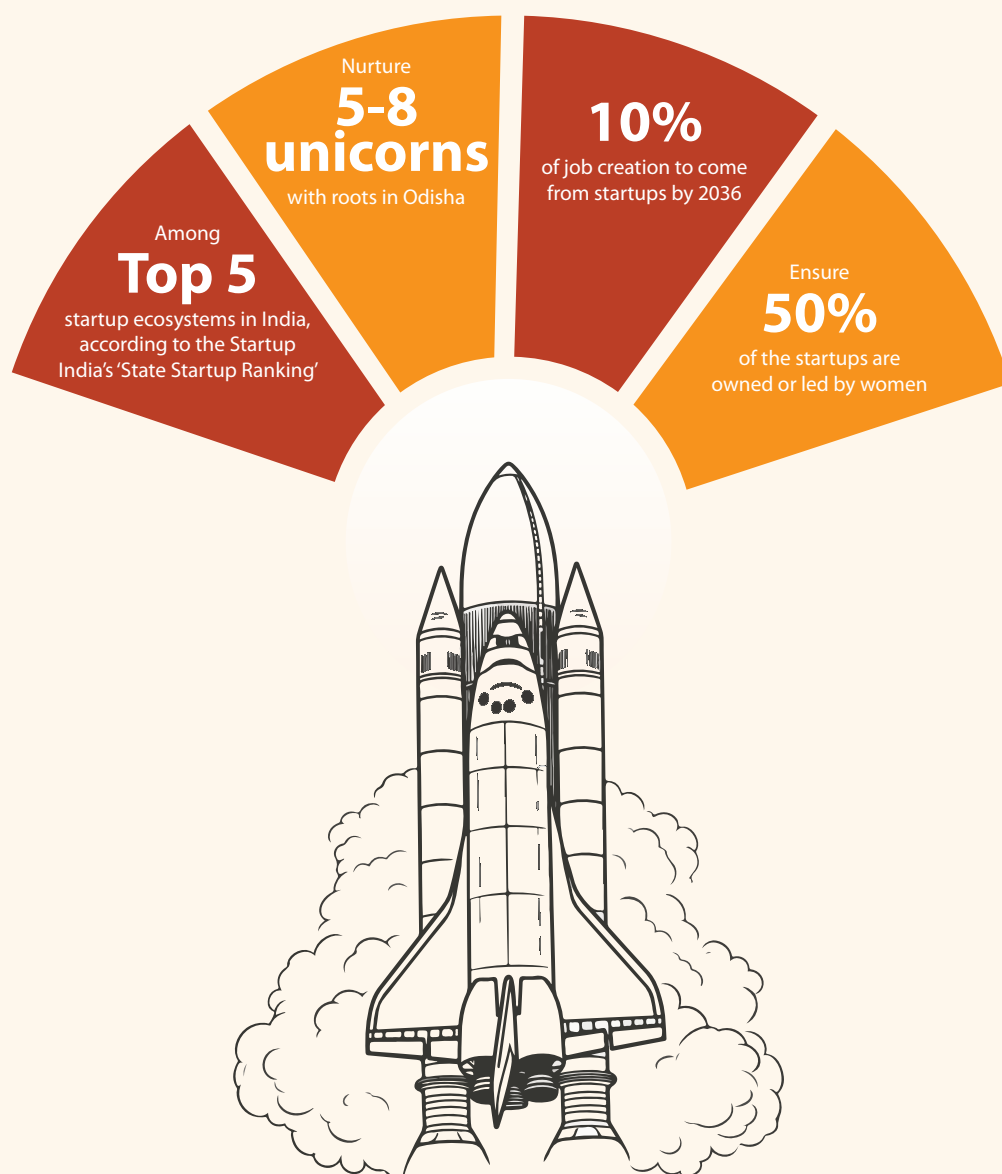
Innovation districts and clusters: Establish **10 to 15 marquee incubator parks** across 15 districts of the State to ensure equitable access to innovation resources, foster regional economic growth, and support diverse entrepreneurial ecosystems

Strengthening ecosystem linkages: Enhance access to markets for Odia startups and foster a thriving venture capital ecosystem, thereby building a foundation for long-term growth

Vision and outcomes

VISION 2047

Establish Odisha as a top destination for startups, enabled by strong investor community, large mentorship platform and entrepreneurial spirit



Vision and outcomes

Key outcomes	Unit	Current state	2029	2036	2047
Total startups	'000 nos.	~2.5	7	15	40
Jobs created by the startup ecosystem	'000 nos	-	100	500	1,200
Startups incubated at Higher Education Institutions (HEIs) of Odisha	'000 nos	~1	2	4	6
Women-led startups	% of total	8%	15%	33%	50%





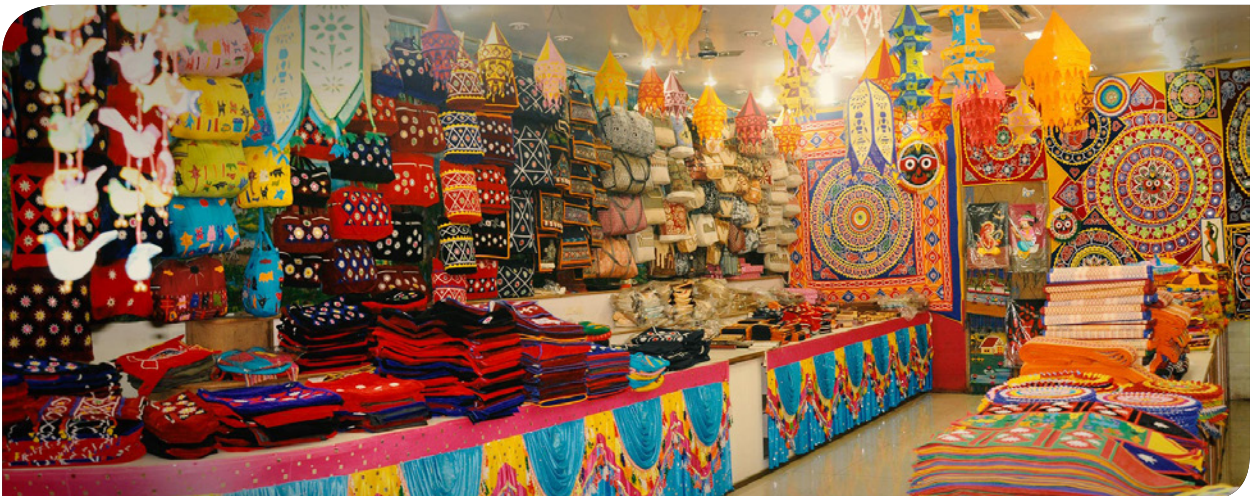
OUR LEGACY-OUR PRIDE



Odisha's rich heritage, language, and cultural assets are powerful sources of identity and global appeal. This pillar ensures that our legacy becomes a growth engine - fueling pride, tourism, and creative economies, while strengthening Odia Asmita.

Chapters under this foundation include:

- **Vibrant culture, language and heritage:** Elevating 'Odia Asmita'
- **Premier tourism destination:** Think India, Think Odisha to global prominence



VIBRANT CULTURE, LANGUAGE AND HERITAGE

Elevating 'Odia Asmita'

By 2047, the State envisions the following outcomes

- Preserve and promote of Jagannath culture within the country and across the Globe
- Preserve and develop 100% Identified Heritage Sites with a sustainable financial model to generate more employment
- Enhance employment opportunities for youth and women

Key initiatives to achieve the outcomes

Expand culture-based economy by establishing model arts, crafts and handloom villages, targeting INR 700 crore in annual revenues while supporting artisan training and building job banks; position Odisha as a 'Global hub for artisans' through G2G-enabled cultural exchanges, development of Centres of Excellence (CoE) for different crafts such as Pattachitra and Dhokra casting, and setting up of Asmita Bhawan/ Sanskruti Bhawan in all districts

Obtain global recognition for over 20 heritage sites and develop five 'Model museums' with technology integration, while ensuring all the major sites are covered in the State's tourism development Creation of virtual tours or walkthroughs for museums, non-restricted temple areas and memories of great sons

- Establishment of the 'Shree Jagannath Museum and Interpretation Centre', where all rituals, incarnations and traditions and films depicting stories of the Scandha Purana will be depicted
- Designation of Baraputra, Arts & Crafts, and Freedom struggle villages as 'Heritage villages' with development into tourist destinations

Digitise Odisha's cultural assets to attract a minimum of five lakh annual visits on its one-stop-shop digital platform, including virtual heritage tours, temple management system and e-commerce marketplace, launch a unified marketplace for local art, craft and handloom through public-private partnerships (PPP)

Developing center of excellence in different crafts like Pattachitra, Dhokra casting, brass and bell metal and different handloom production

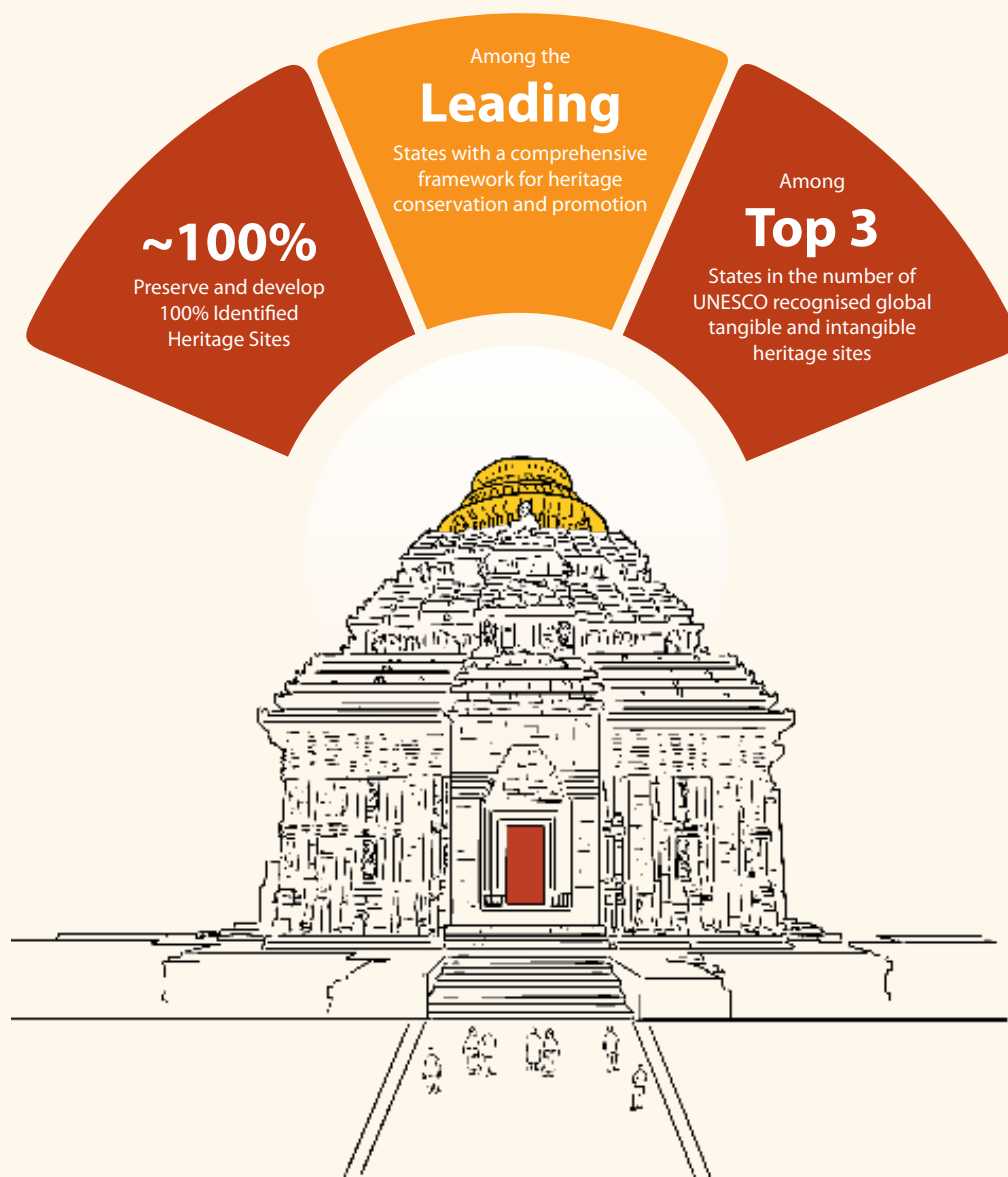
Create a year-round calendar of festivals and events, contributing to at least 10% of the State tourist footfall. This will include elevating Rath Yatra, Bali Jatra, Dhanu Yatra, and Khandagiri Mela, etc. as landmark international festivals, and Prabasi Odia Divas as an biennial international mega-event

Preserve and promote Odia language, culture, and heritage for the future generations through policy, financial support, and a roadmap for research and artifact collection. A robust governance mechanism, including an expert advisory board and a cell for sustainable financing, will serve as a key enabler

Vision and outcomes

VISION 2047

Preserve, promote, and enhance State's rich cultural heritage, ensuring sustainable development, integration with modern technology and global outreach



¹ Assuming 25% of tourism and 15-20% of textiles GSVA is credited to the sector

Vision and outcomes

Key outcomes	Unit	Current	2029	2036	2047
Revenue from culture and heritage related products and services ²	Multiple on current base	1x	2x	5x	10x
UN recognised global tangible heritage sites ³	Number	1	5	8	15
UN recognised global intangible heritage ⁴	Number	0	2	5	7
Globally and nationally recognised artists	Incremental numbers	–	10+	50+	100+



¹ Calculated as 25% of tourism and 15-20% of textiles GSVA; world average (3.1%), USA (4.4%), India 2021 (<0.5%), 2047 target (>5%)

² Incl. arts, handlooms, handicrafts, and information and broadcasting (e.g., heritage walks, film shoots)

³ India (total) – 42, China – 56, Italy – 52; ⁴ India (total) – 15, China – 42, Spain – 25

Source: Odisha Economic Survey Report 2023-24, UNESCO World Heritage List Statistics, 2023; Bureau of Economic Analysis, US 2021; UNESCO Creative Cities Network, 2023

PREMIER TOURISM DESTINATION

Think India, Think Odisha to global prominence

By 2047, the State envisions the following outcomes

- **Global eco-cultural tourism hub:** Rank among the top five eco-cultural tourism destinations in Asia by developing **15** world-class destinations that showcase Odisha's unique cultural and ecological assets
- **Tourist volume:** Achieve five crore Domestic Tourist Arrivals (DTA) and seven lakh Foreign Tourist Arrivals (FTA) annually
- **Hospitality infrastructure:** Expand star-category hotel room inventory to 25,000 keys, with an interim target of 15,000 by 2036
- **Employment generation:** Create over 25 lakh jobs by 2047 and foster a highly skilled tourism workforce through public-private partnerships (PPP) and the establishment of skilling centres at key destinations
- **Sustainable tourism:** Promote eco-friendly practices, inclusive development, and community-driven tourism initiatives to preserve Odisha's natural and cultural heritage

Key initiatives to achieve the outcomes

To achieve these outcomes, Odisha will initially prioritise the development of 10 high-potential destinations, selected based on their natural endowments, existing infrastructure, and potential for growth. This will serve as the foundation for broader sectoral transformation.

Odisha's tourism strategy is anchored on four core pillars, which will be implemented across each priority destination:

Destination development and management

- Develop unique identities for each destination through comprehensive master plans
- Enhance infrastructure, including transport connectivity, visitor amenities, and safety measures
- Implement sustainable practices to preserve the ecological balance and cultural authenticity of each site
- Establish mechanisms for efficient operations and maintenance to ensure long-term viability

Marketing, branding, promotion and digital initiatives

- Launch a global branding campaign to position Odisha as a premier tourism destination
- Organise high-profile events, such as cultural festivals and international tourism fairs, to attract attention to Odisha's offerings

- Develop digital platforms and mobile applications to provide seamless visitor experiences, including e-bookings, virtual tours, and digital payments
- Collaborate with travel influencers, film producers, and global media outlets to showcase Odisha's attractions to international audiences

Capability building and skill development

- Establish state-of-the-art training centres to upskill local communities in areas such as hospitality, food and beverage services, transportation, and guided tours
- Partner with global and national institutions to provide advanced training and certification programmes
- Encourage women and youth participation in tourism-related enterprises to promote inclusive growth
- Create a pool of multilingual guides and service providers to cater to international tourists

Investment promotion

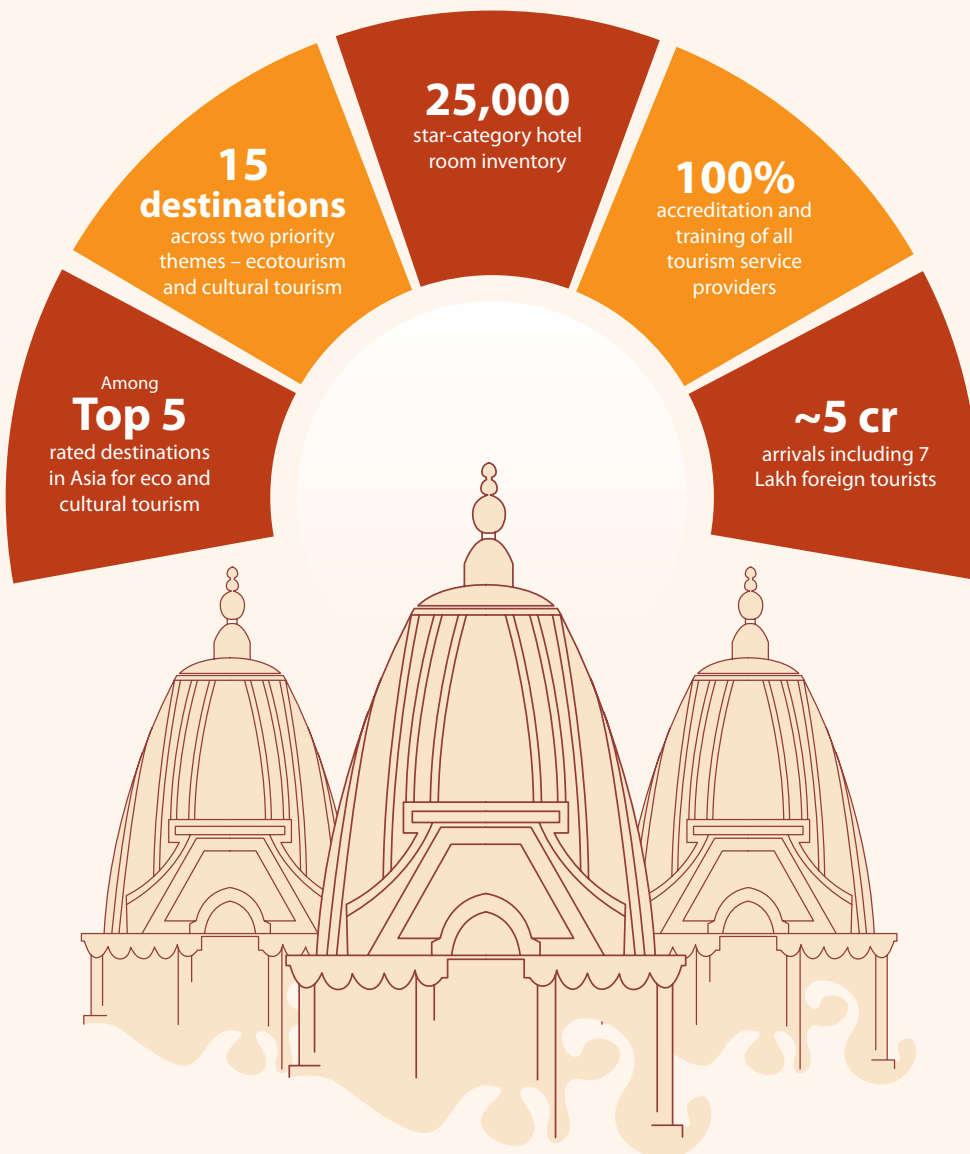
- Engage with global and domestic investors to attract capital for destination development
- Introduce customised investment packages, including land allotments, tax incentives, and capital subsidies, to incentivise private sector participation
- Facilitate public-private partnership (PPP) models for the development and management of tourism infrastructure
- Benchmark successful tourism models from States like Kerala and Rajasthan to replicate best practices



Vision and outcomes

VISION 2047

Think India, Think Odisha: To become a world-class tourism destination celebrated for its vibrant culture, stunning natural beauty, and rich heritage, fostering sustainable growth and transformative experiences for visitors



Vision and outcomes

Key outcomes	Unit	Current status	2029	2036	2047
Category 1: Outcome-oriented					
GSVA contribution by hotels and restaurants	INR k cr.	~5 ³	8	40	100
Total tourist footfall	Lakh	123	256	319	547
Foreign tourist footfall	Lakh	0.8	1.6	3.0	7.0
Average length of stay – foreign tourists	Days	9 ⁴	10	11	12
Average length of stay – domestic tourists	Days	3 ⁴	3.5	4	5
High-spending tourist footfalls ⁵	Lakh	7	12	30	50
Direct tourism jobs	Lakh	~12 ⁶	~14.5	~20	~25
Over-crowding intensity ⁷ at selected key destinations	Tourism footfalls / Carrying capacity	NA	<0.8	<0.9	<1





TECHNOLOGY LEADING THE WAY



To succeed in the digital age, Odisha must lead in innovation and entrepreneurship. This pillar lays the groundwork for a knowledge-driven economy, fostering startups, research ecosystems, and world-class institutions that will power future industries.

Chapters under this foundation include:

■ **Research and knowledge-based economy**



RESEARCH AND KNOWLEDGE-BASED ECONOMY

By 2047, the State envisions the following outcomes

- Rank among the **Top 5 States in the National Innovation Index** published by NITI Aayog
- Increase **R&D expenditure** (public and private investments) to **3.5% of Odisha's GSDP** by 2047, reaching an interim milestone of 2.5% by 2036
- Achieve over **4,000 publications in tier-one journals per million population** by 2047, with a goal of 2,000 by 2036
- Facilitate the filing of over **50,000 patents annually** by 2047

Key initiatives to achieve the outcomes

Nurture a culture of innovation at Higher Education Institutions (HEIs), establishing them as Centres of Excellence (CoE) and knowledge hubs; focus on producing skilled researchers who can contribute to a robust knowledge economy and address real-world challenges

Promote industry-driven R&D:

- Accelerate innovation by fostering collaboration between academia and industry
- Enhance industrial competitiveness by supporting R&D initiatives that drive technological advancement and efficiency

Attract premier research institutions:

- Position Odisha as a preferred destination for leading research institutions by offering competitive incentives and creating a conducive research environment
- Facilitate advanced innovation and knowledge creation by fostering partnerships with nationally and globally recognised organisations

Launch the Odisha Research and Innovation Fund (ORIF):

- Establish ORIF as a dedicated fund to support groundbreaking research across diverse sectors
- Provide financial and infrastructural support for cutting-edge innovation to address local and global challenges

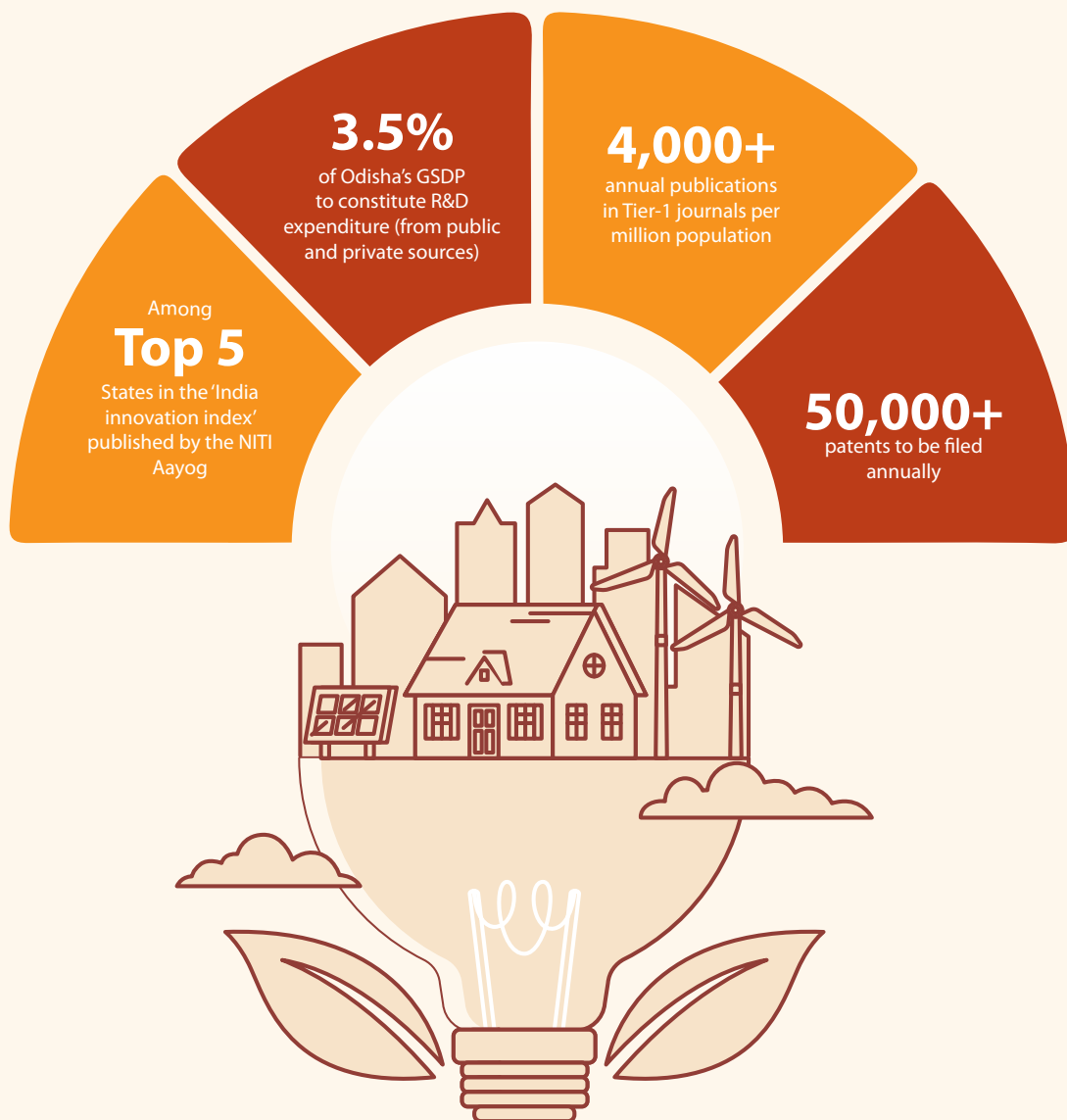
Build a thriving startup and venture investment ecosystem:

- Strengthen Odisha's entrepreneurial landscape by fostering a dynamic ecosystem for startups and venture investments
- Drive technology-led growth and position Odisha as a hub for entrepreneurial innovation

Vision and outcomes

VISION 2047

Odisha aspires to transform itself into a leading hub of innovation, fostering sustainable economic growth, inclusive social development, and global competitiveness through robust research ecosystem and dynamic industry-academia partnerships



Vision and outcomes

Key outcomes	Unit	Current status	2029	2036	2047
R&D expenditure	% of GSDP	-	0.5%	2.5%	3.5%
Number of researchers	per '000 population	-	-	1	3
Intellectual property (IP) receipts	% of total trade	-	0.2%	0.6%	1%
Publications in Tier-1 journals	Number per million population	-	500	2,000	4,000
Annual patents filed	Number	567	1,500	15,000	50,000
India Innovation Index (NITI Aayog)	Rank	16 th	Top 12	Top 8	Top 5





PEOPLE-CENTRIC GOVERNANCE



Good governance is the backbone of delivery. This pillar promotes transparency, digitalisation, disaster preparedness, and institutional reform—ensuring that citizens receive services with dignity, speed, and accountability.

Chapters under this foundation include:

- **Seamless governance:** Ensuring a transparent, people-centric, and digital-first governance
- **Disaster management:** Safeguarding lives and building resilient infrastructure



SEAMLESS GOVERNANCE

Ensuring a transparent, people-centric, and digital-first governance

By 2047, the State envisions the following outcomes

- Become a leading State in the 'Good governance Index' published by Department of Administrative Reforms and Public Grievances (DARPG) and among the top three States in the 'Sustainable development goal (SDG) Index' for India
- Deliver all mandatory e-services through the 'Odisha One' platform
- Achieve near zero grievance pendency rate
- Ensure at least 50% share for women in the police force

Key initiatives to achieve the outcomes

Establish a faceless, seamless and transparent land administration system

Transform law and order enforcement to be more empathetic, citizen-centric and accountable

Develop a centralised and effective grievance management system

Ensure equitable distribution of social security benefits

Transition to a paperless Odisha

Continue investments in citizen engagement

Saturate digitisation of citizen and business services

Augment Government capability and capacity for governance



Vision and outcomes

VISION 2047

Create a faceless, seamless and equitable governance system with robust digital infrastructure, high stakeholder accountability, and citizen-centric service delivery



Vision and outcomes

Key outcomes	Unit	Current	2029	2036	2047
Mandatory e-services offered through Odisha One platform	%	67% ¹	100%	100%	100%
Grievances pendency ^{2,3}	%	30%	20%	10%	0%
Performance on the 'Good governance index' ⁴	Rank in India	7 th ⁵	Top 5	Top 3	Leading State
Performance on the 'SDG India Index' ⁶	Rank in India	12 th	Top 10	Top 5	Top 3
Police-to-citizen ratio ⁷	No. per lakh population	148	165	200	300
Share of women in police force ^{8,9} (%)	%	9%	15%	30%	50%



¹ 442 out of 657 services linked; ² Calculated as percentage of grievances pending against total received in the particular year

³ Uttar Pradesh: 6.5%; ⁴ Madhya Pradesh: 1st in the eight Group-B States; ⁵ Among eight Group-B States; ⁶ Kerala and Uttarakhand are leading

⁷ Goa: 512 Chhattisgarh: 220; ⁸ Tamil Nadu: 19%; ⁹ Including Civil, District Armed Reserve, Armed and Indian Reserve Battalion

Source: DARPG; NITI Aayog; Bureau of Police Research and Development report 2022, Centre for Economic Data and Analysis (CEDA), Ashoka University; Home Department Government of Odisha

DISASTER MANAGEMENT

Safeguarding lives and building resilient infrastructure

By 2047, the State envisions the following outcomes

- Achieve zero casualties from natural disasters
- Ensure zero adverse impact from disaster on livelihood, especially for vulnerable communities
- Attain zero fatalities from avoidable disasters such as snakebites, drowning and lightning

Key initiatives to achieve the outcomes

Augment and modernise disaster response forces equipped with best-in-class technology, equipment and standard operating procedure (SOP)

Build a disaster-resilient community and public infrastructure

Ensure **last-mile connectivity** for early-warning signals

Facilitate alternate livelihood opportunities in disaster-prone communities

Build disaster resilient public infrastructure in accordance with vulnerability profile of the area

Strengthen the existing 'State emergency operations centre (SEOC)' by developing a 'Unified command and control system (UCCS)'

Create a knowledge hub for research and dissemination of best practices

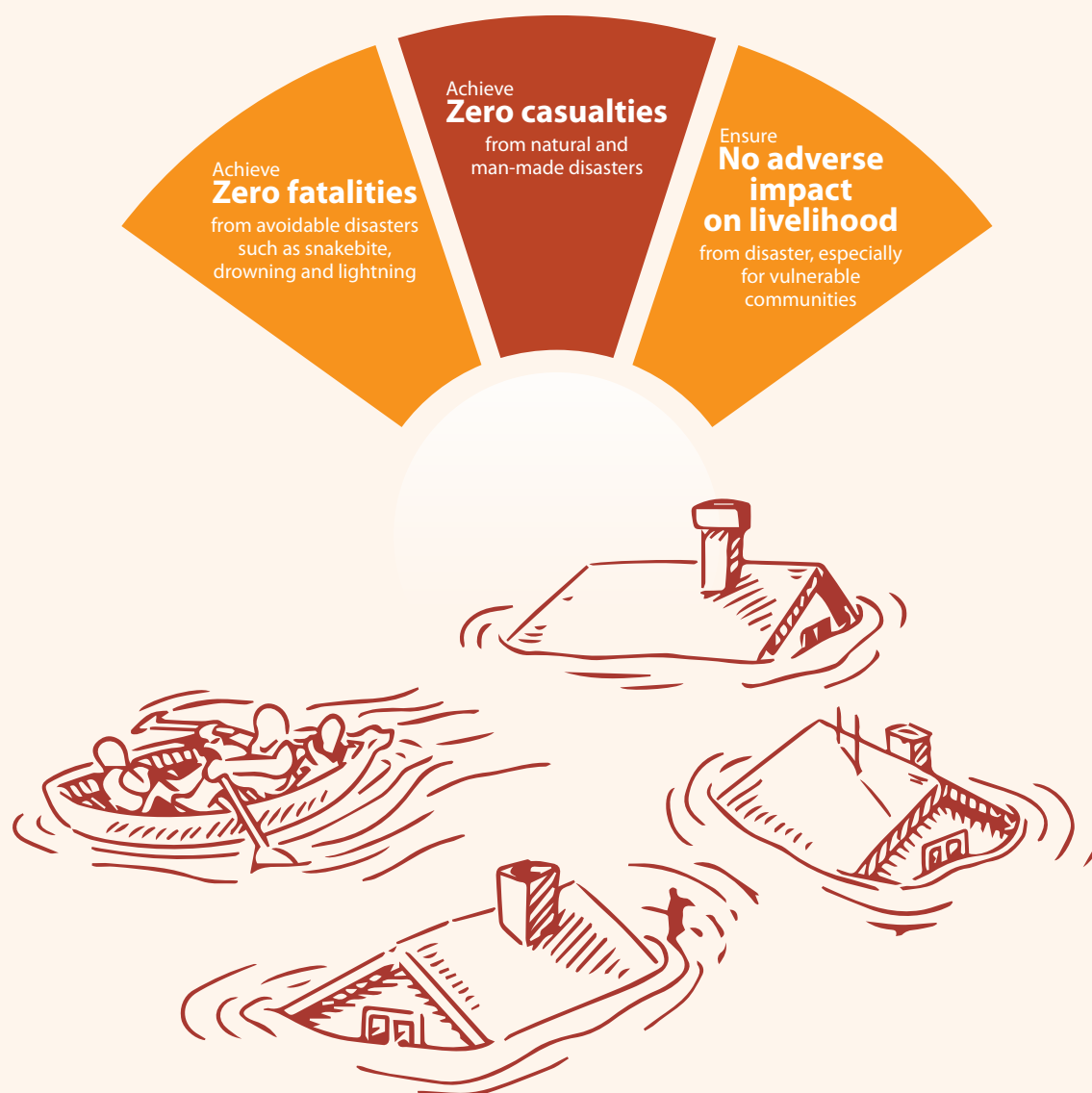
Strengthen the institutional mechanism for effective disaster management



Vision and outcomes

VISION 2047

Become a global lighthouse for disaster management, leading by technology adoption, resilient infrastructure and community participation





5. Operationalising the Foundations

At the heart of **Odisha Vision 2036 & 2047** lie six foundational pillars—our shared commitment to building a future where every Odia has the opportunity to thrive. These pillars represent not just priorities on paper, but the collective hopes of the people of Odisha.

To turn this Vision into action, each pillar is expanded through focused sub-chapters that bring together **25 thematic areas**. These thematic areas reflect the wide spectrum of our development goals—carefully structured to ensure no citizen, region, or sector is left behind.

Each sub-chapter outlines:

- The strategic direction for 2036 and 2047
- Flagship programmes and high-impact interventions
- Milestones and measurable outcomes for progress
- The real impact on citizens' lives, livelihoods, and communities

Our approach ensures that the Vision remains grounded in people's aspirations and backed by clear, time-bound goals.

As a forward-looking State, we are not only focused on the long term. The **Key Outcomes and Initiatives** of the Vision for 2047 are accompanied by intermediate milestones for **2029 and 2036**—enabling us to measure our progress, make timely course corrections, and stay on track.

To drive transformation on the ground, we have identified **36 high-priority flagship programmes**—carefully selected from the broader Vision. These '**36 for 36**' initiatives are designed to deliver visible results by the time Odisha celebrates its centenary in 2036. They reflect our promise to accelerate development in areas that matter most—education, healthcare, livelihoods, infrastructure, and governance.

Most importantly, this is not a distant promise. Every department of the Government of Odisha has drawn up **immediate action points for the next 24 months**, outlining clear priorities and initiatives that will directly touch the lives of our people. These activities will be monitored regularly through a **real-time dashboard**, reviewed at the highest level of government to ensure that we remain accountable and responsive.



6. Investing in the Future: Building the Foundations Together

As Odisha approaches its 100th year in 2036 and India nears its centenary of independence in 2047, this period offers an extraordinary opportunity to reshape the State's economic and social fabric. Achieving the aspirations of **Odisha Vision 2036 & 2047** will depend on sustained investments that are well-prioritised, inclusive, and outcome-oriented. The State's approach to investment focuses not only on growth but on enabling progress that is **regionally balanced, people-centric, and future-ready**.

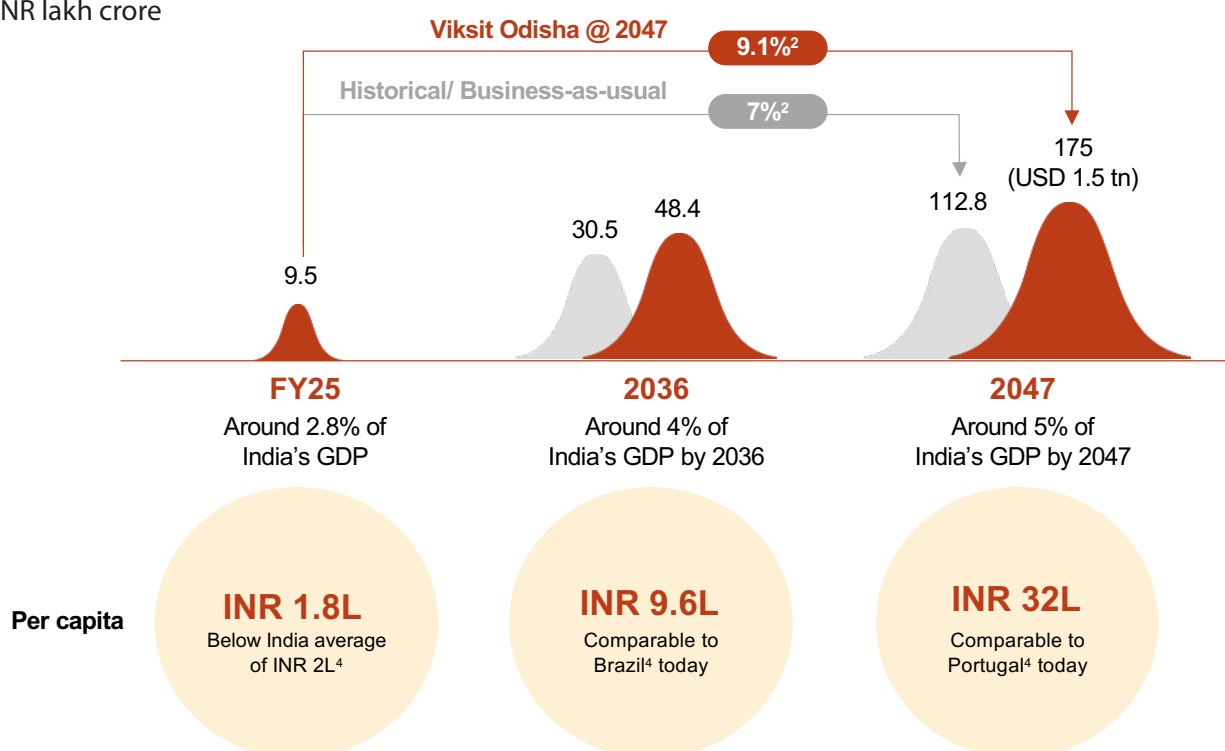
Investment Scale and Strategy

To realise the Vision, Odisha will require a **cumulative investment of INR 70–80 lakh crore by 2047**, with a significant share to be front-loaded before 2036 to meet its first major milestone of becoming a **USD 500 billion economy**. This would correspond to:

- An average **investment-to-GSDP ratio of 30–35% per year**, aligned with global high-growth regions
- A diversified funding approach involving **public funds, private capital, partnerships, and innovative financing mechanisms**

Odisha's nominal GSDP (Real growth rate)

INR lakh crore



¹ Inflation considered - 5.1% (12 year historical); USD-INR currency depreciation at 2.6% (20-year historical)

² Number represents real GSDP CAGR; Business-as-usual CAGR computed as historical CAGR for FY12-20 (pre-covid)

³ 2029, 2036 and 2047 represent FY28, FY37, and FY48; ⁴ World Bank



Where We Will Invest – Sectoral Priorities

The State's investments will be concentrated in areas that most directly impact economic productivity and citizen well-being.

Human Capital Development

Investing in people is central to the Vision. Odisha aims to:

- Quadruple enrolment in higher education by 2047, with a strong push by 2036
- Expand vocational and technical skilling aligned to industry needs
- Strengthen healthcare infrastructure and ensure last-mile access to nutrition, sanitation, and primary health services

Infrastructure and Connectivity

Modern, integrated infrastructure will underpin inclusive growth. Priorities include:

- Upgrading roads, ports, railways, and power systems across regions
- Developing logistics hubs, cold chains, and storage to support agriculture and manufacturing
- Expanding broadband access and digital public infrastructure

Productive Sectors and Rural Livelihoods

Investments will support value chain expansion in key sectors:

- Modernising agriculture and scaling irrigation and water security
- Supporting blue economy and animal husbandry for diversified rural incomes
- Strengthening MSMEs, start-ups, and industrial clusters through targeted infrastructure

Urban Development and Housing

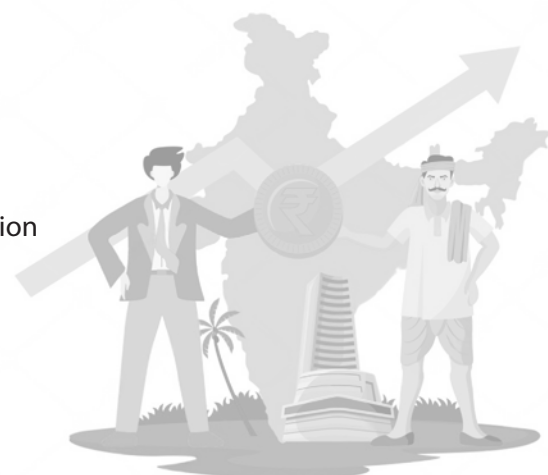
Odisha will prepare its towns and cities to accommodate future population growth:

- Accelerating affordable housing and sustainable urban planning
- Enhancing public transport and waste management systems
- Facilitating smart city development and resilient municipal infrastructure

Environment and Climate Resilience

Environmental security and climate resilience will be built through:

- Expanding solar, green hydrogen, and pumped hydro capacity
- Investing in afforestation, wetland conservation, and coastal protection
- Strengthening early warning and disaster preparedness systems



Governance and Service Delivery

Good governance underpins effective use of resources. Investments will go towards:

- Digitising citizen services and backend systems
- Establishing real-time monitoring and planning tools
- Enhancing institutional capacity across departments and local bodies

How We Will Mobilise Capital

The State recognises the need to mobilise diverse financing sources. Odisha will:

- Implement **sector-specific investment promotion policies**, including for education and green industry
- Facilitate **Public–Private Partnerships (PPPs)** in infrastructure, health, education, and skilling
- Develop **Special Investment Regions (SIRs)** and **Education Investment Zones** in key districts
- Partner with **CSR contributors, philanthropic institutions** and **development finance agencies**
- Operationalise a dedicated **Project Monitoring and Facilitation Unit** to expedite investment approvals and project execution

2036: A Defining Milestone

By the time Odisha celebrates its centenary in 2036, the State aims to:

- Achieve a fivefold increase in its economic output
- Substantially improve human development indicators across education, health, and livelihoods
- Expand infrastructure coverage to underserved rural and tribal areas
- Create lakhs of formal and informal jobs across agriculture, services, and industry
- Lay a strong foundation for achieving the broader goals of 2047

Our Guiding Principles

All investment decisions will be guided by the following principles:

- **People-first:** Every investment must improve quality of life and opportunity
- **Balanced growth:** Special focus on regions and communities that need targeted support
- **Sustainability:** Climate-smart and environmentally responsible investment practices
- **Efficiency and transparency:** Strong governance and accountability for every rupee spent

Investing in the future of Odisha is ultimately an investment in its people. By prioritising inclusive development and building robust institutions and infrastructure, the State is creating a pathway to shared prosperity. Through strategic planning, transparent implementation, and broad-based participation, Odisha will be well-positioned to meet its Vision targets and emerge as a model for equitable growth in India.



7. Implementation Strategy: Delivering the Vision through a People's Government

The Government of Odisha is fully committed to turning the Odisha Vision 2036 & 2047 into visible, measurable, and lasting outcomes for all its citizens. As a true people's government, this Vision is not merely a policy blueprint—it is a promise of delivery. The implementation strategy builds on a “whole-of-government, whole-of-society” approach that places citizens at the centre of planning, execution, and impact. It brings together institutional accountability, policy innovation, and citizen participation to ensure that the Vision is realised with purpose, precision, and partnership.

A. Mission-Mode Execution through the ‘36 for 36’ Flagship Programmes

To ensure transformative outcomes by 2036—marking 100 years of Odisha's formation—the State has launched **36 high-impact flagship programmes**. These programmes have been designed to drive rapid development across critical sectors such as education, healthcare, agriculture, infrastructure, clean energy, urban transformation, and governance.

Each programme will:

- Focus on a strategic priority aligned with the six foundations and 25 thematic areas of the Vision
- Be led by a nodal department with clear responsibilities, milestones, and budgets
- Promote convergence of schemes, integration of data, and innovation in service delivery
- Reflect the Government's commitment to inclusive and measurable development

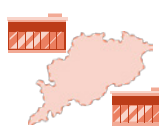
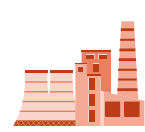
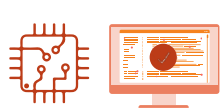
These 36 programmes form the operational backbone of the Vision and will be implemented in mission mode.



36 for 36: Strategic initiatives towards Viksit Odisha

Prosperous Farmers – From Value Chains to Income Security 	Irrigation for All– Unlocking Odisha's Productive Potential 	Thrust on allied agricultural activities – Scaling-up production of Milk, Eggs and horticultural products 
Aarogya Odisha 2036 – Advancing Accessible, Affordable, and Aspirational Healthcare 	Fit Odisha – Active Bodies, Resilient Minds 	Nutrition for All– Building a Nourished and Resilient Odisha 
NIPUN Odisha – Laying Strong Foundations for Lifelong Success 	Education Hub of the East – Advancing Knowledge, Empowering Generations 	Skilled in Odisha – Skilling for the World 
Women Led development – SUBHADRA PLUS & Lakhpati Didi 	Digital Sushasan – Odisha's People-First Governance Engine 	Citizen-Centric Law & Order – Smart, Sensitive, and Seamless Policing 
NextGen Infrastructure for Viksit Odisha 	Gramya Shakti – Enabling Dignified Livelihoods 	Urbanization as an Engine of Growth 
Liveable Cities for All – Raising Urban Quality of Life 	Odia Asmita – Celebrating the Eternal Soul of Odisha 	Inclusive Odisha – Addressing socioeconomic and regional inequities 

36 for 36: Strategic initiatives towards Viksit Odisha (continued)

19 Yuva Shakti Odisha – Youth Powering Inclusive Development 	20 Udyog Odisha – Fueling the State's Industrial Ascent 	21 Thrust for Employment – Generating Industries 
22 Ama Udyog – 20 Lakh Strong MSME Base for Odisha 	23 Startup Hub of the East – From Grassroots to Global Champions 	24 Karigar Shakti – Unleashing Odisha's Artisan Power 
25 Odisha Connect – Building Seamless Trade Corridors 	26 Blue Economy Leadership – Unlocking Odisha's Coastal Power 	27 Port led Growth – Powering Odisha's Future 
28 Petro Odisha – Building India's Chemical Growth Belt 	29 Mining & Metals – Sustaining Leadership, Accelerating Growth 	30 Transitioning Towards Sustainable Energy – Powering Odisha's Green Future 
31 The New Frontier of Global Tourism – Think India, Think Odisha 	32 Data Centre Grid – The Digital Backbone of Bharat, Built in Odisha 	33 GCC Hubs – Making Odisha the Next Global Delivery Powerhouse 
34 Tech Odisha – Silicon to Software 	35 Green Odisha – Forests for Climate Action, Livelihoods, and Growth 	36 Odisha Disaster Resilience Mission – A Global Standard in Climate Readiness 

B. Departmental Ownership and Vision-Aligned Planning

Every department will play a lead role in operationalising the Vision—converting strategic direction into actionable programmes and measurable targets. Departments will:

- Prepare sector-specific implementation plans aligned with the Vision 2036 & 2047 goals
- Integrate existing schemes and new initiatives into cohesive delivery roadmaps
- Anchor reform initiatives such as the creation of Centres of Excellence
- Provide regular progress updates through a performance dashboard for transparency and course correction

This model promotes clear lines of ownership, while also enabling cross-sectoral synergy and responsiveness.

C. Policy Enablement and Institutional Strengthening

To support effective delivery, Odisha will create a responsive ecosystem for governance and investment. This includes:

- Launching next-generation policies in high-priority areas like Global Capability Centres (GCCs), Artificial Intelligence, education investment, and sustainability
- Establishing **task forces and interdepartmental groups** to ensure coordinated action on cross-cutting priorities
- Strengthening data systems, feedback loops, and digital platforms for real-time monitoring
- Creating a **Project Facilitation and Monitoring Unit (PFMU)** to expedite clearances, enhance inter-agency coordination, and provide implementation support

This framework ensures that Odisha's institutions are equipped for the scale and complexity of the Vision.

D. Building Together: Whole-of-Society Collaboration

As a people's government, Odisha recognises that successful implementation must go beyond administrative delivery—it must include active collaboration with citizens, civil society, and institutions.

The Government will:

- Partner with **industry bodies and business leaders** to co-develop investment strategies and local supply chains
- Engage **academic and research institutions** for policy research, innovation piloting, and skill development
- Collaborate with **civil society organisations, SHGs, youth volunteers, and panchayats** to extend reach, build trust, and improve service access
- Seek insights from **national and international experts**, aligning Odisha's development model with global best practices



E. Strengthening Institutional Capacity and Real-Time Governance

To deliver the scale and ambition of Vision 2036 & 2047, the State will put in place next-generation institutional mechanisms that enable agile, accountable, and high-performance governance. These systems will be designed to ensure that every department is equipped to execute with purpose, precision, and pace.

- **Knowledge Partners Embedded in Departments:** The State will deploy dedicated Knowledge Partners across key departments to provide ongoing technical support, strengthen implementation capacity, and co-develop high-impact solutions. These partners will work alongside departmental teams to build delivery systems, bridge capability gaps, and translate strategic direction into measurable outcomes.
- **Centralised Command Centres for Real-Time Monitoring and Decision Support:** To enhance whole-of-government coordination and enable real-time responsiveness, Centralised Command Centres will be established under the leadership of the Chief Secretary. These centres will house Strategic Support Units (SSUs), equipped with advanced dashboards and analytics, to track key performance indicators, assess programme outcomes, and facilitate timely course corrections.

Together, these institutional model will anchor Odisha's mission-mode approach to delivery—ensuring that the Vision remains dynamic, citizen-focused, and grounded in evidence-based decision-making. By strengthening the State's capacity to plan, implement, and adapt, Odisha will be better positioned to achieve its long-term aspirations with speed, scale, and integrity.

This inclusive approach reinforces the belief that Odisha's development must be built with, by, and for its people.

Through strong institutional ownership, forward-looking policy, and the active participation of citizens, the Government of Odisha is ready to deliver on its commitments. The 36 for 36 flagship programmes will serve as the engine of transformation, ensuring that by 2036, every district, community, and household experiences the progress envisioned. This is governance with accountability, built on the foundation of public trust and collective purpose—hallmarks of a true people's government.



8. Conclusion: A People's Promise, A Shared Journey

With the eternal blessings of **Lord Jagannath**, the State reaffirms its unwavering commitment to shaping a future that is dignified, inclusive, and full of opportunity for every citizen. The **Odisha Vision 2036 & 2047** stands as a solemn pledge—a promise from a people's government to its people, rooted in their aspirations, and guided by their voices.

This Vision is not merely a roadmap of policies and programmes. It is the living expression of ideas, concerns, and dreams shared by citizens across generations and walks of life. Shaped by over **3.2 lakh contributions** through consultations, dialogues, and workshops, it reflects the collective wisdom of youth and elders, workers and professionals, scholars and farmers, entrepreneurs and caregivers alike.

As we move toward the **centenary of our State's formation in 2036**, and prepare to celebrate **100 years of India's independence in 2047**, the moment calls for more than reflection. It demands **action with integrity, participation with purpose, and governance with accountability**.

The Vision charts a course for becoming a **USD 500 billion economy by 2036**, and growing into a **USD 1.5 trillion economy by 2047**—while ensuring that every citizen shares in this progress. It aims to create crores of new jobs, uplift the quality of education and healthcare, modernise infrastructure, promote innovation, and protect our natural and cultural heritage.

This is a journey that no government can walk alone. It must be **shared and shaped by the people** at every step. The Vision invites active collaboration—from community groups, civil society, academic institutions, industry, and development partners. It welcomes ideas, ownership, and energy from every individual who believes in the possibility of a better tomorrow.

Let this Vision become a unifying movement—one that reflects our collective identity, strengthens our unity, and reaffirms our faith in a future built together.

The Government of Odisha extends its heartfelt gratitude to all contributors, and calls upon each citizen to be a custodian of this Vision. With trust in our institutions, pride in our heritage, and belief in the power of people, we can make this dream a reality.

Together, with resolve and responsibility, let us build a **Viksit Odisha**—a State that leads with compassion, governs with excellence, and uplifts every life it touches.

Bande Utkala Janani
Viksit Odisha for Viksit Bharat





VISION DOCUMENT

2036 | 2047

Planning & Convergence Department,
Government of Odisha

