



FOURTH NATIONAL CONFERENCE OF CHIEF SECRETARIES

13 - 15 DECEMBER 2024
NASC COMPLEX, ICAR, PUSA, NEW DELHI

RECORD OF DISCUSSIONS

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Executive Summary

1. The Fourth National Conference of Chief Secretaries was held at the NASC Complex, ICAR, Pusa, New Delhi, from 13 to 15 December, 2024. Chaired by the Hon'ble Prime Minister, the conference was attended by 250 participants representing all States and Union Territories, along with select Central Ministries/Departments and domain experts. A detailed list of participants is provided in **Annexure-1**.
2. This conference marked the culmination of substantial collaborative efforts involving lead Central Ministries and Departments, senior officials from NITI Aayog and the Government of India (GoI), domain experts, Chief Secretaries, field functionaries, and numerous young officers from the States and Union Territories. Over a span of six months, several rounds of deliberations were conducted in preparation for this significant event.
3. With the overarching theme of **“Promoting Entrepreneurship, Employment & Skilling - Leveraging the Demographic Dividend”**, the conference focused on three primary pillars and six sub-themes:
 - a. **Creating an enabling Ecosystem - focus on Tier 2, 3 cities**
 - i. Manufacturing
 - ii. Services
 - b. **MSME & Informal Employment**
 - iii. Rural Non-farm
 - iv. Urban
 - c. **Opportunities in the Green Economy**
 - v. Renewable Energy
 - vi. Circular Economy
4. There were special sessions on four themes as follows:
 - a. Frontier Technology for Viksit Bharat
 - b. Economic Reforms in States for Investment
 - c. Developing Cities as Economic Growth Hubs
 - d. Capacity Building Through Mission Karmayogi
5. Additionally, focused deliberations during meal breaks covered critical subjects such as Atmanirbharta in Agriculture – Edible Oils & Pulses, Care Economy for the Ageing Population, PM Surya Ghar Muft Bijli Yojana implementation, and Bharatiya Gyan Parampara.
6. In addition, there was a presentation on the impact study of Pragati done by Oxford University.

Programme Schedule

Day 1: 13th December 2024 (Friday)

Time	Duration	Programme
4:00–4:30 PM	30 min	Briefing the delegates regarding the Conference
4:30–5:45 PM	75 min	Special Session 1 Frontier Technology for Viksit Bharat
5:45 – 6:45 PM	60 min	Special Session 2 Capacity Building through Mission Karmayogi
7:00–8:00 PM	60 min	Dinner
Post Dinner Informal Discussion		

Day 2: 14th December 2024 (Saturday)

Time	Duration	Programme
6:30 – 7:30 AM	60 min	Yoga
8:30 –9:30 AM	60 min	Breakfast
9:45 AM		Arrival of Hon'ble Prime Minister
9:45 – 10:00 AM	15 min	Welcome and Context Setting by Cabinet Secretary
10:00 – 10:20 AM	20 min	Action Taken Report – 1 st , 2 nd , & 3 rd Conference (CEO, NITI Aayog)
10:20 – 10:35 AM	15 min	Introduction of Conference Theme: Promoting Entrepreneurship, Employment & Skilling - Leveraging the Demographic Dividend (Secretary, DEA)
10:35 – 11:50 AM	75 min	Sub Theme 1 Creating enabling Ecosystem - focus on Tier 2, 3 cities- Manufacturing
11:50 AM – 12:20 PM	30 min	Tea Break
12:20 –1:30 PM	70 min	Special Session 3 Economic Reforms in States for Investment
1:30 – 1:45 PM	15 min	Group Photograph
1:45 – 2:45 PM	60 min	Thematic Lunch: Atmanirbharta in Agriculture – Edible Oils & Pulses
2:45 – 4:00 PM	75 min	Sub Theme 2 MSME & Informal Employment- Rural Non Farm
4:00 – 5:15 PM	75 min	Sub Theme 3 Opportunities in Green Economy- Renewable Energy
5:15 – 5:45 PM	30 min	Tea Break
5:45 – 6:45 PM	60 min	From Gridlock to Growth: Oxford study on the impact of PRAGATI in India (Prof. Soumitra Dutta Dean, Saïd Business School, University of Oxford, UK)
7:30 – 8:30 PM	60 min	Thematic Dinner: Care Economy for the Ageing Population
Post Dinner Informal Discussion		

Day 3: 15th December 2024 (Sunday)

Time	Duration	Programme
7:00 -8:00 AM	60 min	Yoga
9:30 - 10:30 AM	60 min	<i>Thematic Breakfast: PM Surya Ghar Muft Bijli Yojana Implementation</i>
10:30 - 11:45 AM	75 min	Sub Theme 4 Creating enabling Ecosystem - focus on Tier 2, 3 cities - Services
11:45 AM - 1:00 PM	75 min	Sub Theme 5 MSME & Informal Employment-Urban
1:00 - 2:00 PM	60 min	<i>Thematic Lunch: Bharatiya Gyan Parampara</i>
2:00 - 3:10 PM	70 min	Special Session 4 Developing Cities as Economic Growth Hubs
3:10 - 4:25 PM	75 min	Sub Theme 6 Opportunities in Green Economy- Circular Economy
<i>15 min</i>		<i>Move to Auditorium</i>
4:40 - 4:55 PM	15 min	Key Takeaways from the Conference - 2 Chief Secretaries
4:55 PM		Address by Hon'ble Prime Minister

Part A

Hon'ble Prime Minister's Remarks

Concluding Address by the Hon'ble Prime Minister

1. The Hon'ble Prime Minister noted that a number of important themes were discussed in the Fourth National Conference of Chief Secretaries (CS Conference). He observed that there has been a significant improvement in the content, structure and impact of the CS Conference over the years and there was now remarkable progress towards moving ahead in a focused way. He suggested that States should also hold structured meetings at the State level based on the topics discussed during the DGP and CS Conferences. This would facilitate better coordination and prioritisation.
2. The year 2025 is the 150th Birth Anniversary Year of Sardar Vallabhbhai Patel. The Prime Minister described him as the biggest inspiration for all civil servants and suggested that States must organise events and celebrations to inspire action towards realisation of his dreams.
3. CS Conferences demonstrate the strength of collective effort. The Prime Minister observed that a number of officers in attendance have been involved in previous CS Conferences, while some are new. He said that he looks at the CS Conference in two ways. Firstly, there are takeaways for State Government officers from deliberations and sharing of best practices that lead to the designing of schemes and policies at the State level. However, the bigger benefit is the one of team building and working as 'Team India'. The spirit of camaraderie that develops during the Conference leads to great results and should be further strengthened. Such exhilarating experiences of discussing as a team should be encouraged in the States also by bringing together junior officers in groups of 25-30 for 50-60 hours so that they can carry forward the discussions undertaken at the National CS Conference. This should be done with adequate preparation and ensuring as much rigour and relevance. A full-day workshop can be conducted by Urban Development Department in which the officers from Urban Local Bodies to take part to focus on social security and other relevant issues. He said that everyone should have a sense of ownership, and that collective discussions make people feel that it is a collective decision.
4. Context varies in States and the Prime Minister observed that their priorities should not be diluted. However, there are many areas where the Centre and States need to work together. Giving the example of tourism, he said that cleanliness is extremely important as people will not be attracted for tourism without cleanliness. He observed that beach tourism can grow in India only if there is cleanliness. Interconnectedness to be developed through tourism. States can create new tourism destination, such as, Statue of Unity and Kutch in Gujrat have become very popular tourist destinations. "Wed in India" is a program that needs to be taken forward by the states, by creating new wedding destinations. Weekend tourism has also increased, especially in satellite towns near big cities. The tourism ministry has launched an online competition, where people will vote for best tourism destinations. States should connect with their diaspora especially those

Indians who are living in other countries. The state govt. can ask private hotels to play a 1-minute video film regarding tourism sites of the state, on televisions inside hotel rooms.

5. The Prime Minister observed that though the global situation was in a flux, yet India is perceived to hold immense potential by everyone. This was not only due the huge market that India offers, but also due to several other factors at play. To utilise the demographic dividend of the country, we should focus on sending our skilled workforce to those countries where they are required. State Governments can contact embassies to understand in which countries skilled workforce is required. Language courses should be taught to our youth, especially Asian languages. States could think of organizing a festival of Japan, to have a better connect with the Japanese govt., so that our youth can be sent to work in Japan. The international community believes that India will be globally competitive. In such an environment, if we don't rise to the occasion, then we will not be forgiven by history.
6. As the current geo-political circumstances were unique and ripe with opportunities, the Prime Minister advised the Chief Secretaries that States must utilise the opportunities presented by the these circumstances and leverage their land and human resource assets for the same. He said that investments would not come simply through international roadshows. Investors evaluate all aspects in States before they invest, including availability of raw materials and skilled manpower, EoDB, land and infrastructure among others. Hence, State Government Officers must take innovative proposals to their leadership for attracting investment to States.
7. To encourage investment in state, mock drill should be organised for investors to find out where their projects are getting delayed. In Tier 2 & Tier 3 cities, the states should also have consultation with public regarding investments and also provide a social life for investors and promote them particularly start-ups. While planning the creation of new cities, states can learn from cities like Kota & Gurugram. The state governments should also plan to organise state level programs such as 15th August, 26th January, etc. in Tier 2 & Tier 3 cities. The birthday of the city can also be celebrated. In the older cities, a "heritage walk" can be organized to make the local people and the tourists aware about the historical importance of the city. Bank credit linkage to be encouraged. All MSMEs in Tier 2 & Tier 3 cities, should be encouraged to register on GEM portal so that they get a better market in the country.
8. The Prime Minister observed that reform was the need of the hour. He recounted that he used to undertake daily reviews for the PM Jan Dhan Yojana, which led to the opening of crores of Jan Dhan Accounts. These accounts ensured that we could swiftly address the needs of the poor during Covid, through direct transfer to their accounts, when even the developed countries were struggling to do so.

9. The Prime Minister stressed the point that the state's need to take "ownership" for their schemes and programs and to focus on reforms. Reforms are generally started by the political leadership, resulting in performance by officers, leading to a transformation only with public participation. Therefore, the Prime Minister gave the call "reform, perform, transform and inform". So, all new initiatives of the government need to be properly informed to the public through various media with real time presence along with social media and communication teams (print, electronic & social).
10. The vision of TB Mukht Bharat gave good results initially, but has later slowed down. The Prime Minister encouraged Chief Secretaries to plan initiatives immediately, and put their best efforts so that by the end of 2025, we can collectively achieve the goal of TB Mukht Bharat. He highlighted the important role played by the decentralised network of committed ASHA and Anganwadi workers in saving lives during Covid. He said that this network was appreciated even by Bill Gates and must be leveraged to achieve the vision of TB Mukht Bharat. Chief Secretaries must also work with the Governors so that the Ni-kshay Mitra program can be implemented in a big way.
11. Talking about Circular Economy, the Prime Minister appreciated the GOBARDhan scheme which is being seen as a big energy resource. He observed that the biggest benefit of GOBARDhan is the conversion of waste to wealth and ensuring cleanliness. Aged cattle can also be a source of income and not a liability. Hence efforts need to be made to take this forward.
12. The Prime Minister emphasized that e-waste should be taken seriously. The metals from e-waste recycling can help reduce imports. States should focus on e-waste recycling in a big way and be competitive to attract investment in this space. He said that the 21st century would be data and tech driven. Digital waste would increase and hence States must work on e-waste recycling as a priority.
13. A Vehicle Scrapping Policy has been designed by the Central Government. The Prime Minister advised that taking advantage of this Policy, all old ambulances should be scrapped in collaboration with vehicle manufacturers and be replaced with the latest state-of-the-art ambulances. The common man would be benefited and inspired by this change. Similarly, all old public transport vehicles should also be recycled. Those in the interior areas should be recycled and the older ones from the larger cities should be sent there. Similarly, old government vehicles should also be scrapped. These steps will also benefit the environment.
14. Prime Minister mentioned that obesity is becoming a cause for concern in the country and there is a need to generate awareness amongst the public about the dangers of obesity. For this, the Fit India Movement should be encouraged and expanded. Families should be

encouraged to cut down usage of edible oil in their homes by 10%. Leveraging the Demographic Dividend is possible only through a healthy youth and an empowered society. Hence, this should be done in mission mode.

15. The Prime Minister observed that our heritage, especially the manuscripts are Bharat's treasure. He suggested that there should be a dedicated team in every State to consolidate all items of heritage including the manuscripts. Technology should be used for digitalisation of manuscripts. Lesser-known learnings may be assimilated from the manuscripts with the help of AI and communicated for the benefit of humanity. Central and State Governments must work on preserving manuscripts in a focused way.
16. While appreciating that PM GatiShakti has been a key enabler for good governance, Prime Minister said that it must be regularly updated with relevant information and data. It can be used for environmental analysis. The cost of logistics has to be reduced. States can make teams which can study Gati Shakti and put relevant data to get better insights for achieving desired results.
17. The Prime Minister recalled that the Aspirational Blocks Programme was launched during the Second CS Conference. He re-emphasized that competent officers must be posted in Aspirational Districts and Blocks, which can bring about massive changes at the ground level. This is an area that will certainly bring quick results. Development for Aspirational Districts should be integrated in the overall development strategy of the States.
18. Drawing attention of the audience to India's freedom struggle from 1857, the Prime Minister said that different people fought the struggle in different ways, but everyone was united in the goal of gaining independence. He said that the Dandi Yatra was a turning point and within 25 years thereafter Bharat became independent. The same feeling should now also inspire us. If we collectively decide that we shall become a Viksit Bharat by 2047, we are sure to achieve the target. This should be the dream of every citizen. Every student and youth, every farmer and labourer must be inspired with the vision of a Viksit Bharat. Rural folk should be inspired to take up activities. It should become the desire of the common man. He said that Officers should play a role in achieving this. The day every citizen makes Viksit Bharat his dream, it will become possible. The bureaucracy should inspire and lead. All States, Cities, etc. should plan for the next 25 years on line of Viksit Bharat plan, with action plan at interval of 03, 05 and 10 years.
19. The Prime Minister suggested that in 2025, 6 summits should be organised, one every 2 months, on a specific theme. Each of these should bring together officers from the Centre and States who are connected with that theme for 2-3 days. The junior cadre could be involved in this. He said that the Cabinet Secretary could identify the 6 themes in consultation with him and then prepare as rigorously as is done for this CS Conference.

20. Noting that well-trained and disciplined Agniveer manpower will be available in States, the Prime Minister advised that States must plan to use them gainfully in different sectors.
21. The Prime Minister emphasized that Pro-people Pro-active Good Governance (P2G2) is at the core of our work. Through this we can take the country to the vision of Viksit Bharat.
22. The Prime Minister concluded by describing the CS Conference as a fulfilling experience. He hoped that this Conference and its deliberations would have inspired everyone and would be as beneficial for the Chief Secretaries and the States.

Session-wise Remarks by the Hon'ble Prime Minister

A. Sub-Theme 1: Manufacturing with focus on Tier 2 & 3 Cities

1. Hon'ble Prime Minister encouraged everyone to speak and contribute freely to the discussions during the sessions. He emphasized that this kind of a healthy atmosphere was important. He stated that change was important and that it could be realized only when the Chief Secretaries are inspired and driven to perform in their States.

B. Special Session 3: Economic Reforms in States for Investment

1. The Prime Minister recommended that mock drills of investment proposals be undertaken to know how much time is taken in different States. He gave the example of Gujarat where in order to make officers discover process complexity, he asked them to map the step-by-step process for widows to get benefits. He recommended that AI should be used to understand roadblocks in the process.
2. He observed that while competition among states to organise Investment Summits and attract national and international investments was good, but it wasn't enough to attract investments. An investor typically takes a lot of risks and analyses everything in detail. States usually design macro-level policies, whereas the investor looks for micro-level details. Hence, there is a need for states to delve into these details. For attracting industry-related investments, it is also important to improve the quality of social life in targeted Tier 2/3 cities. Hence, there is a need for states to improve social infrastructure in Tier 2/3 cities.
3. Global political turbulence has led to investment looking for safe places. Hence, he noted that many global investors are looking at India. However, we need to provide stable and easy to comply policies, for which states need to review their regulatory and policy environment.
4. A dedicated Cell could be created in the Cabinet Secretariat to help states strengthen their capabilities to cultivate an investor-friendly ecosystem. This would help them reform and simplify regulations and procedures. He suggested that help from NITI Aayog's resources could also be provided to this cell.
5. He drew attention to the potential of attracting textile manufacturing to India and asked States to make efforts in that direction. Giving the example of the kite value chain mapping that was done in Gujarat during the International Kite Festival that positively impacted and increased kite exports. Likewise, he suggested that detailed mapping of the textile value chain must be undertaken by States in a similar way. He advised States to focus on availability of raw materials and manpower.

6. He concluded by saying that a whole of government approach is required for bringing about change and the success of the CS Conference lies in the sharing of best practices among states.

C. Thematic Breakfast: PM SuryaGhar Muft Bijli Yojana

1. The Prime Minister emphasized that States and Union Territories should adopt innovative approaches to promote rooftop solar (RTS) and other solar energy harvesting technologies. He suggested prioritizing the installation of RTS units on schools, colleges, homestays, towns with tourism potential, and urban local bodies. Drawing from his experience as the Chief Minister of Gujarat, he stated that farmers should be encouraged to utilize underutilised land along the edges of agricultural fields for solar panel installations instead of traditional fencing. Additionally, he proposed that even small urban homes could benefit from rotating solar panels that adjust their position according to the sun's movement throughout the day. The Prime Minister inquired whether it would be feasible to fully saturate certain tourist towns with RTS installations to enhance the perception of India's commitment to green energy among domestic and international tourists.
2. The Prime Minister cited Mount Abu as an example, where a unique and innovative solar thermal power plant has been established over 25 acres at the Shantivan Campus of the Brahmakumaris, generating approximately 1 MW of power for a community of around 25,000 people.
3. The Prime Minister advised Chief Secretaries to form dedicated teams focused on adopting innovative ideas for implementing various new technologies in the renewable energy sector.

D. Sub-Theme 4: Creating enabling Ecosystem - focus on Tier 2, 3 cities- Services

1. The Hon'ble Prime Minister highlighted the need to introspect on the way cities have developed. He asked whether policy makers have reflected on the reasons for the magnetic potential of Kota as an educational hub? How could Kevadia set up an entire tourism infrastructure around the Statue of Unity? How could resorts come up in Rann of Kutch? We need to look at District headquarters, smaller cities and identify ways in which they can be developed.
2. The Prime Minister commented on measure for Tourism Development across the country:
 - a. The focus should be on destinations and their development. Every State must identify 3-4 Tier 2/3 cities for tourism development. India has huge scope for different types of tourism, including wedding tourism, weekend tourism, etc. States must develop a roadmap for developing these locations, mapping the activities that can be promoted

and branded in these places.

- b. The identified cities/locations can be near Tier-1 cities to promote weekend tourism. The development of small cities near Delhi by Haryana Tourism to benefit from weekend Tourism from Delhi is an example. Similarly, Ooty benefited from its proximity with Coimbatore. States can hold events in these locations using Jan Bhagidari.
- c. States can also promote locations around Dam Sites, and Lakes and develop them as wedding destinations.
- d. States can initiate the celebration of birthdays of cities and introduce locally relevant school curricula from the point of view of tourism. Varanasi students should know about Kashi. NEP allows the introduction of locally relevant content in curriculum. We must ensure that our culture, traditions and heritage are taught to school students. Competitions can be organized for school students to be Tourist Guides for their own cities.
- e. Sports events and State level events can be hosted in smaller cities to attract attention.
- f. Focus on programs like Swachh Bharat to build identities of cities similar to what Indore has done.
- g. States can create physical and digital infrastructure by leveraging existing schemes (UDAN, BharatNet).
- h. A Work From Home culture can also promote creation of employment in smaller cities by big companies.
- i. We can identify our best tourist locations ourselves, rather than others ranking our tourist locations.
- j. Our Diaspora can also help develop tourism by becoming our Tourism Ambassadors.
- k. Each State can identify 3 such destinations to develop and India as a whole can target to develop 100 globally benchmarked tourist destinations.

3. Commenting on improving the International Mobility of our workforce, the Prime Minister suggested the following:

- a. Given the ageing populations in the developed world, there is a demand for human resources globally.
- b. States can conduct workshops in collaboration with MEA to understand global workforce requirements. It is estimated that Japan requires 50,000 people annually, and Germany needs 90,000 people annually.
- c. Relevant skill development must be provided by setting up soft skills centres, both online and offline, and conducting exams for soft skills.
- d. States can map their global diaspora and leverage their networks and connections. States can consider setting up portals for jobs that are available abroad and also take help of people who are already abroad.
- e. There is a growing global demand for agricultural workforce.
- f. There needs to be greater focus on teaching Asian languages such as Japanese. The example of Nagaland is noteworthy. We will need to think of what skills are needed for

jobs in these countries and focus on the same.

- g. States can organize festivals and celebrations around specific countries to promote workforce mobility.

- 4. On promoting the Services Sector in Tier 2 / Tier 3 Cities, the Prime Minister suggested as follows:
 - a. Identify products from Tier 2 / Tier 3 cities and get them listed on GeM.
 - b. Every City or District can have an identity for which it is known. He gave the example of Sitapur in Uttar Pradesh which was known for its eye hospital and cataract surgeries for which people from other States would also come.
 - c. A city can be developed in a short period of 10 years, provided we can identify one such distinct feature for the city.

E. Thematic Lunch- Bhartiya Gyan Parampara

- 1. The Prime Minister mentioned that there is a dedicated portal within the Ministry of Culture that contains detailed information about every village in the country. He noted that numerous villages claim to have been inhabited by the Pandavas and emphasized that valuable insights into historical lifestyles can be gleaned from this information. He encouraged exploration of insights from scriptures that may seem beyond our current understanding, advocating for a diligent search for truth regarding historical events.
- 2. Highlighting the architectural significance of numerous temples in South India, including Kedarnath, he proposed that engineering students be assigned projects to study these architectural marvels to extract valuable lessons applicable to modern building design.
- 3. Stressing the importance of examining manuscripts from various regions of the country, such as those from Kashi and Jaisalmer, as they contain invaluable historical information, the Prime Minister recounted the story of a Jain Muni who collected coins and manuscripts during his travels, ultimately amassing a substantial collection that serves as a rich source of historical data.
- 4. The Prime Minister also shared an anecdote about the daughter of the President of Kenya, who was invited to India for treatment by Ayurvedic specialists in Kerala for eye treatment. Her successful recovery underscored the adage "seeing is believing," yet he pointed out that while we have outcomes (Parinaam), we often lack documented evidence (Pramaan). He emphasized the necessity of documenting such evidence and advocated for a broader approach to evaluating alternative practices and systems.
- 5. He advised that physiotherapy practitioners should be well-versed in yoga to gain deeper insights into bodily movements and their interrelationships; thus, yoga should be incorporated into physiotherapy curricula.

6. Mentioning a location in Tamil Nadu where ancient inscriptions detail the conduct of Panchayat elections, he noted that one temple in Gujarat contains an inscription chronicling the entire freedom struggle. These examples exemplify effective ways to preserve history.
7. The Prime Minister also pointed out that the methods for preparing Prasad vary across regions based on local nutritional needs, emphasizing the importance of documenting and studying these practices.
8. Recognizing the value of Vedic mathematics in facilitating complex calculations and noting its effectiveness in teaching children who struggle with conventional mathematical concepts, he urged for its promotion to enhance mathematical understanding among students.
9. He recalled an inspiring story about a 103-year-old woman whose house survived three earthquakes, suggesting that engineers study its architecture and materials to understand how it endured such natural disasters. Similar inquiries into fields such as fashion design and astronomy were needed, he said, noting that inspiration could be drawn from sites like the Konark temple for fashion and various structures related to astronomy. He stressed the need for systematic documentation and analysis of indigenous knowledge across different domains.
10. He noted a particular variety of rice cultivated in Tamil Nadu using traditional methods, that yielded significantly more than contemporary varieties, advocating for further research into this practice with an eye toward replication where feasible.
11. The Prime Minister stated the need for an environment conducive to inquiry into indigenous knowledge across various domains. This initiative should be conducted systematically to ensure thorough exploration and understanding. Indigenous knowledge acquired must be documented and integrated into daily life, making it an essential part of our cultural fabric. Furthermore, it is crucial to disseminate this knowledge widely by incorporating it into educational curricula and utilizing various media platforms, including print, electronic, and social media.

F. Special Session 4: Developing Cities as Economic Growth Hubs

1. Hon'ble Prime Minister stated that planning for economic development of urban centres needs to be strengthened. There remains a dire shortage of human resources in the field of urban planning, governance, management and environment as these are specialised fields. While there are specialised institutes on these disciplines, there is a need for more capacity in the educational system, keeping the inter-disciplinary nature of the subject, including the need for a common syllabus in these streams.
2. While most ULBs recruit manpower of a clerical nature for day-to-day management, there is a shortage in the engineering cadre. For this purpose, there is an urgent need for states to shift focus to manpower recruitment and have an advance plan in place for the next 10 years.
3. Firefighting may emerge as a major challenge in the cities and there is even lesser capacity available in this area including outdated infrastructure and insufficiently trained manpower. He indicated that Agniveers can potentially be recruited as firefighters who would be available after their stint with the Indian Army.
4. He highlighted the need for planning according to the seismic zone sensitivity and need for strong disaster management response, and creation of do's and don'ts.
5. Better urban mobility within cities with such plans that address issue of congestion needs to be focused upon.
6. In future, wherever industrial areas are being planned, housing and other amenities for the labour should also be planned at the outset. This will also address mobility concerns.

Part B

Record of Discussions

Day 1: 13th December 2024

Briefing Session

1. The Conference started with a briefing session by Shri BVR Subrahmanyam, CEO, NITI Aayog, where he outlined the broad contours of the Conference sessions, the minute- to-minute programme over the subsequent 3 days, and the logistical arrangements made for all the delegates.

Special Session 1: Frontier Technology for Viksit Bharat

2. **Debjani Ghosh, Distinguished Fellow, NITI Aayog**, made a presentation on India's transformation into a frontier tech nation, emphasizing the importance of frontier technologies. She made the following key points:
 - a. Frontier Technologies represent the convergence of foundational technologies like AI and quantum computing with diverse scientific disciplines.
 - b. This convergence is driving transformative impacts across various sectors, addressing challenges like climate change, food shortages, and customized healthcare.
 - c. The 2024 Nobel Prize in Chemistry, awarded for AI-enabled advancements, exemplifies this convergence and its growing significance.
 - d. AlphaFold, an AI program developed by DeepMind, revolutionized protein structure prediction, saving billions of research hours and enabling advancements in treating diseases like Parkinson's and cancer.
 - e. FT has Applications Across Sectors. In Healthcare, AI has a role in diagnostics, such as a Harvard model which has achieved 96% accuracy in breast cancer detection. In Manufacturing, innovations like digital twins and smart manufacturing and in Agriculture, techniques like precision farming to enhance productivity.
 - f. Importance of AI can be seen in the Investment Trends. In 2023, technology equity investments totalled \$570 billion, with significant portions directed towards renewables, AI, and bioengineering.
 - g. Key Trends Driving Technological Advancements:
 - i. The quest for Superintelligence is driving AI at an unprecedented pace. The emergence of Agentic AI, powered by Large Action Models (LAMs), is enabling AI to make decisions, plan actions, and learn from experiences, moving beyond mere problem-solving.
 - ii. Bioengineering, merging engineering principles with biology, is unlocking solutions to genetic disorders, agricultural productivity, and sustainable

materials.

- iii. Renewable energy is not just crucial for global growth but also an imperative for sustainable development.
- iv. Quantum technologies hold the potential to revolutionize information processing and interaction with the world. Google's recent unveiling of its quantum chip, Willow, showcases its ability to perform computations at speeds unimaginable for traditional supercomputers.

3. **India's Opportunity in the Era of Frontier Technologies:**

- a. India must transition from being a consumer to a creator of frontier technologies.
- b. The convergence of these technological forces presents an unprecedented opportunity for innovation and growth, similar in magnitude to the introduction of electricity or the internet.
- c. Frontier Technologies can help India achieve transformative growth, providing access to quality education, healthcare, and livelihood opportunities for all citizens.
- d. India needs to prioritize and invest in essential resources: compute, data, talent, and R&D, for successful Frontier Technology development.
- e. Collaboration between the central and state governments, along with strategic partnerships within states, is crucial for maximizing resource utilization and avoiding redundant efforts.

4. **India's Role in Shaping Human-Centric Technology:**

- a. India has a unique opportunity to lead in developing a human-centric technology model, leveraging its experience in deploying technology at an inclusive scale and its commitment to global collaboration.
- b. The current AI narrative, dominated by concerns about AGI and job losses, needs to shift towards building trust and addressing ethical considerations proactively.
- c. India should prioritize the development of AI solutions that cater to the needs of its diverse population, ensuring inclusion and accessibility for all.
- d. Building foundational AI models in Indian languages is crucial for ensuring effective and inclusive AI solutions for the Indian population.
- e. A holistic approach that prioritizes human well-being, environmental sustainability, and global collaboration is essential for realizing the true potential of Frontier Technologies.

5. Panellist **Manish Gupta, Head of Deep Mind**, discussed the transformative potential of frontier technologies, particularly Artificial Intelligence (AI). Dr. Gupta highlighted the shift from specialized AI models to powerful general purpose foundation models capable of handling diverse tasks with superior quality, exemplified by ChatGPT. He emphasized AI's role in accelerating scientific discovery, notably in drug design and materials science, and

its potential to democratize healthcare and education through personalized interventions. He discussed both the immense opportunities and inherent risks associated with this technological leap, focusing on the need for inclusive AI development and the augmentation of human capabilities rather than replacement. Key points made by Dr Manish Gupta were:

- a. AI is at an inflection point. Unlike the past where separate AI models were needed for different tasks, now a single model can perform a wide range of tasks with high quality.
- b. AI is accelerating scientific discovery. AI can predict protein structures, design drug molecules, and synthesize new protein molecules. It is also used to design new materials with specific properties.
- c. AI is revolutionizing healthcare. It is used to empower citizens with personalized health information, enabling them to make informed decisions. AI also aids ASHA workers in diagnostics and triage, improving healthcare accessibility. It also assists doctors by highlighting potential oversights and enhancing diagnostic accuracy.
- d. AI is transforming education through personalized learning. AI-powered personalized tutors with access to vast knowledge can help individuals achieve their full potential, bridging the gap between privileged and underprivileged learners.
- e. AI is significantly shortening drug discovery timelines. Using AI, the clinical trial phase, which traditionally took 8-10 years, can be reduced to less than two years.
- f. He highlighted the potential of AI to democratize healthcare and education, empower individuals, and accelerate scientific progress. He emphasized that the true power of AI lies in augmenting human capabilities rather than replacing humans.

6. Panellist **Mukesh Bansal, founder of Myntra**, emphasised on the need for India to transition from being a consumer to a creator of deep technology, specifically in AI and biotech. He advocated for a shift towards deep tech, emphasizing the necessity of long-term investment, intellectual property (IP) creation, and public-private partnerships to nurture this growth. He also highlighted the crucial role of research institutions, the need to incentivize corporate research, and the importance of fostering a culture of moonshot ambition to propel India to a leading position in global deep tech. Key points made by him:

- a. India is currently a passive consumer of deep tech. While India boasts a vibrant startup ecosystem, it lacks significant players in deep tech, leading to dependence on foreign companies for foundational technologies.
- b. Deep tech requires a shift in mindset. Moving beyond the operations-oriented approach prevalent in Indian startups, a focus on IP creation and long-term research is crucial for deep tech success.
- c. India has the talent but lacks the ecosystem. The success of Indian engineers in multinational companies like Google DeepMind demonstrates the country's talent pool. However, the absence of comparable Indian companies limits opportunities within the country.

- d. Collaboration between research institutions and entrepreneurs is essential. Bridging the gap between research output and industry application is crucial for translating academic research into commercially viable deep tech ventures.
 - e. Government support is critical. Policies that incentivize deep tech investment, foster public-private partnerships, and create patient capital with long-term horizons are needed to nurture the growth of deep tech in India.
 - f. Setting ambitious goals is key. India needs to set audacious goals, like building its own frontier AI models and contributing significantly to drug discovery, to drive innovation and compete globally.
 - g. Measuring success differently is important. Instead of solely focusing on the number of unicorns, evaluating the overall valuation created by deep tech startups should be a key metric of success.
 - h. He emphasized the urgency and importance of creating a supportive ecosystem for deep tech in India, leveraging the country's existing strengths in talent and research to achieve global leadership in frontier technologies.
7. The third panellist **Vrinda Kapoor, CEO of Bharat Semi and Third Eye Tech**, described her company's success in developing national security-focused semiconductor products for the Indian armed forces, and U.S. defence companies. She emphasized the challenges and opportunities of operating in the highly regulated defence and semiconductor sectors and advocated improved private-public partnerships and a more agile, outcome-oriented approach to innovation within India, stating that her startup was a product of the IDEX model public private partnership model in India. She made recommendations for fostering a more supportive ecosystem for Indian tech startups to achieve significant global scale. Some key points made by her are as follows:
- a. She emphasizes the critical import dependency of India in semiconductors for national security, amounting to \$2-5 billion, and highlights the reliance on outdated technology.
 - b. She drew parallels with the 1987 Missile Technology Control Regime, where technological restrictions severely impacted India's defence capabilities, stressing the need to avoid similar situations in the future.
 - c. She defined a startup as a deeply disruptive company that challenges the status quo and pushes boundaries.
 - d. She critiqued the "centralized planning" approach prevalent in defence and other regulated sectors in India, arguing that it hinders innovation. This approach, characterized by risk aversion and adherence to plans, and clashes with the unpredictable and messy nature of innovation.
 - e. She advocated for valuing outcomes over strict adherence to plans, emphasizing the need for flexibility and adaptability in innovation.
 - f. She highlighted successful examples of private-public partnerships driving the semiconductor industry globally, citing the US defence establishment's role in the rise of companies like Texas Instruments and Intel, and China's "civil-military fusion" strategy.

- g. She proposed three key asks to foster a thriving startup ecosystem in India:
 - i. Increased dialogue between the Ministry of Defence and startups to understand the unique challenges faced by startups.
 - ii. Effective implementation of existing policies to ensure tangible benefits on the ground, citing the example of demand aggregation of semiconductors.
 - iii. Breaking down silos between ministries and agencies to facilitate collaboration and support companies effectively.
 - h. She suggested setting ambitious goals for Indian tech companies and suggested to back and nurture 500 companies to create 100 Indian companies worth \$100 billion by 2024.
8. The Q&A session at the end focused on the impact of AI, the need for regulation, and strategies for developing human-centric AI solutions in India. Key points discussed:
- a. Understanding AI's impact on society is crucial. The discussion emphasized the need to study how AI will affect jobs and livelihoods, particularly at the grassroots level. This understanding is crucial for developing plans and policies to mitigate potential disruptions and leverage AI to boost human productivity.
 - b. Skilling is essential for a human-centric AI approach. The importance of equipping people with basic AI skills and providing access to computing resources was highlighted. This will empower individuals to utilize AI in their respective fields, enhancing their capabilities rather than being replaced by AI.
 - c. Developing AI solutions with the end-user in mind is key. The example of an NGO developing an English-only solution for non-English speaking communities was given highlighting the need for human-centric design. AI solutions should be inclusive and cater to the needs of diverse user groups.
 - d. India has the opportunity to lead in developing human-centric AI. Question was raised on the prevailing focus on creating AI to surpasses human capabilities. An alternative model was advocated, where AI augments human potential and addresses societal needs.
 - e. Leveraging AI to improve livelihoods is critical. The potential of AI to enhance skill development and create new job opportunities in ancillary industries was emphasized. This requires a proactive approach to skilling and upskilling the workforce to meet the evolving demands of the AI era.
 - f. Building foundational models in Indian languages is important. The discussion highlighted the challenge of LLMs primarily being trained on English data. It was suggested that while direct transfer of learning from English models to Indian languages is possible, dedicated efforts are needed to ensure high performance in local languages.
 - g. India should own its frontier AI models. The conversation highlighted the importance of developing indigenous AI capabilities to cater to the specific needs of the Indian population. This involves supporting startups and challenging large companies to ensure their models effectively serve Indian languages.
 - h. The India AI mission aims to build a large, multi-modal model. This model will

incorporate not just languages but also images, voices, and videos, enabling access through various modalities. Sector-specific models are also being considered for efficient resource utilization and accurate results.

- i. AI regulation is essential. The conversation emphasized the need for regulations to mitigate the potential dangers of AI. It acknowledges that AI amplifies existing human intent, both positive and negative, at an unprecedented scale. Identifying the appropriate targets for regulation (technology, behaviour, use cases) and integrating them with existing regulations is crucial.
 - j. Human intent is the key factor in AI's impact. The example of ChatGPT's response to a prompt about pollution, where it identified humanity as the cause, was mentioned illustrating that the technology itself is not inherently dangerous but rather its application is influenced by human intent. Therefore, regulation should focus on guiding human behaviour and ensuring responsible AI development and use.
 - k. The Q&A session underscored the importance of a balanced approach to AI development, focusing on both its potential benefits and risks. It highlighted India's opportunity to lead in creating human-centric AI solutions that cater to the needs of its diverse population.
9. To sum up, the session discussed the transformative potential of frontier technologies, focusing on AI and its implications for India. The conversation revolves around harnessing these technologies for India's growth, the need for a human-centric approach, and the crucial role of government support and collaboration. The points highlighted in the session:
- a. **Frontier Technologies are transformative:** They represent the convergence of fields like AI, quantum computing, and bioengineering, offering solutions to global challenges like climate change, healthcare, and food security.
 - b. **India's opportunity:** India has a unique chance to not only adopt but also lead in developing frontier technologies, particularly AI, for inclusive and sustainable growth.
 - c. **Shift from consumer to creator:** It's crucial for India to transition from being a passive consumer of technology to an active creator, building indigenous capabilities and owning its own frontier models.
 - d. **Need for a human-centric approach:** The focus should be on AI that augments human capabilities rather than replacing humans. This requires prioritizing skilling and education to empower citizens to leverage these technologies.
 - e. **Importance of Indian languages:** Developing foundational AI models in Indian languages is essential for inclusive access and effective utilization of AI across diverse communities.
 - f. **Government support and collaboration:** Strong government support is vital, including investment in R&D, fostering collaboration between research institutes and industry, and implementing policies that promote innovation and entrepreneurship in deep tech.

- g. **Breaking down silos:** Collaborative efforts are needed to break down silos between ministries, agencies, and stakeholders to maximize resource utilization and ensure effective policy implementation.
 - h. **Regulation is crucial:** Implementing robust and ethical regulations is paramount to mitigate potential risks associated with AI, ensuring responsible development and use.
10. The discussion underscored the urgent need for India to embrace frontier technologies strategically, focusing on building indigenous capabilities, promoting a human-centric approach, and fostering a collaborative ecosystem to unlock their transformative potential.

Special Session 2: Capacity Building through Mission Karmayogi

1. **A presentation on Mission Karmayogi was made by Dr. R. Balasubramaniam, Member HR, Capacity Building Commission (CBC).** He set the tone for this session with a video clip of Hon. Prime Minister where he introduced Mission Karmayogi and the CBC as important milestones for ensuring that the bureaucracy is people centric and future ready.
2. He highlighted that the CBC has 3 focus areas: (i) understanding what the future of work is going to be (ii) how workplaces influence performance (iii) is the capacity for the future going to be built by focusing on all the three aspects? Enhancing performance will need a result-oriented civil service through competency-based training and continuous skill development.
3. He explained that the mission targets over 30 lakh civil servants in the Central government, 2.2 crore in State Governments, and 50 lakh in Urban Local Bodies and Panchayat Raj Institutions. He stated that there is a paradigm shift from supply to demand driven training where the mission is improving over 790+ government training institutions to enhance the quality of training. In a bid to democratise learning and reach out to large numbers quickly, a comprehensive, digital learning ecosystem - the iGOT Digital Platform was launched. The idea was to leverage digital tools for modernizing governance, ensuring efficiency and real-time decision-making.
4. He stated that over 64 lakh people are already onboarded on the platform. Emphasising on the outcomes driven goal of Mission Karmayogi, he stressed on the importance of integrating performance metrics and fostering a culture of ethical governance. Citing the importance of citizen-centricity, he highlighted the need for a shift in the mindset of a civil servant from a Karmachari to a Karmayogi. This will ensure responsiveness and empathetic public service delivery.
5. As part of the demand-based approach, the CBC is handholding 100 plus central government ministries and organisations including the railways and postal departments to develop their individual detailed capacity building plans. This is matched on the supply side by setting up accredited top-notch training institutions on 59 parameters and 8 verticals, where they are

benchmarked from 1 to 5-star ratings. About 160 Institutes including 22 Central Training Institutes and 7 Administrative Training Institutes have already been accredited. This handholding support, he said would be extended to states that are preparing their 2047 vision plans for which civil servants will need to be trained for emerging challenges and future demands.

6. Emphasising on the role of Rashtriya Karmayogi, the world's largest behavioural change training program ever attempted for any country rolled out by CBC, the Mission aims to train over 7 lakh people in the next 6 months. The program is based on the experiences gained by training in a similar program for more than 10 lakh people and is based on the tenets of *Jan Bhagidari* and *Seva Bhaav*. Over 1 lakh employees of the Indian Railways, 38,000 from the Delhi police and 7 lakh central government employees have been a part of this large-scale training programme.
7. Taking inspiration from the call of Panch Pran made by the PM, a public HR competency framework, designed and developed over 18 months with design inputs coming in from Ministries, Indian Knowledge System experts and HR experts and academicians. The model includes over 13 Behavioural Competencies and 21 Functional competencies. The CBC has also launched the Amrit Gyan Kosh - India Centric Case Study Knowledge Repository – which is a repository of high-quality cases, best practices and knowledge from India. 30 case studies from 17 States covering 15 Sustainable Development Goals have been added to this repository. 70 case studies are in the process of being written. This also provides a platform for use cases from the States to be documented and showcased.
8. **Chairperson, Capacity Building Commission (CBC), Shri Adil Zainulbhai made a presentation on 'Working with States.'** He set the tone by laying emphasis on the idea of democratisation in the training of the 31 lakh civil servants in India, 2% of whom are Group A officers, 9% are Group B and 89% are Group C&D. The training aims is to get an appropriate level of capacity building for every civil servant all the way from Safai Karmachari to the Chief Secretary of the State. He emphasised that iGOT has 64 lakhs onboarded users, 8 crore course enrolments, 18 lakh app downloads, 1,580 plus courses, 2 crore course completions with a 70% completion rate. Highlighting the popularity of courses, he said that the single most taken course on iGOT is Yoga at work break. Other courses like 'Introduction to Emerging Technologies' have been taken up by 5,00,000 people including CRPF officers and CISF officers. The Viksit Bharat course by the CEO of NITI Aayog was taken up by 3,00,000 people in the last 4 weeks. He explained that short 30-60-minute-long courses have the highest usage. The Singapore government's most popular courses for its officers are of just 7 minutes duration.
9. He explained that iGOT is also using AI to recommend courses to a user, an officer's department and designation. It also tells an officer about the courses their colleagues are taking up, or a course which a certain Ministry recommends.

10. Bringing in the role of States, he said that while CBC has MoUs with about 14 States, many have not enrolled fully on the platform, while some States including Rajasthan, Andhra Pradesh and Bihar have got a large number of people onboarded. For the platform to pick up in States, he suggested that democratisation of learning will be primary. This can be done by having regional language courses. Soon 500 courses will be in Hindi and at least the 100 most popular courses will be available in regional languages.
11. CBC is also willing to get knowledge partners to help states in conducting in-person training sessions. He also pressed on the need to strengthen the capacity building ecosystem of the state, improving the ATIs and SIRDs in the states through accreditation of the Institutes and then a plan to Improve their Quality (QIP). CBC can also help the state departments with their customized training plans.

State Presentation 1:

12. **Sh. Sudhansh Pant, Chief Secretary, Govt. of Rajasthan**, made a presentation on Using the Karmayogi platform. He highlighted the progress, efforts taken and strategy adopted by the state of Rajasthan to become one of the most active States in using the Karmayogi platform. Rajasthan has onboarded over 9 lakh employees who have enrolled in about 13 lakh courses. Data shows that, on an average, one employee has completed at least one course in the last 6 months. Sh. Pant highlighted that the strategy adopted by Rajasthan, was to nominate one officer from each department as a nodal for Mission Karmayogi. The State got its state e-office platform 'Rajkaaj' mapped to the iGOT platform to make onboarding easier.
13. To encourage an increase in the number of trainings, the State curated eight courses from iGOT into a bouquet, which could be useful across different levels. The progress of this effort was regularly reviewed by all Departmental Secretaries at the Chief Secretary level. The District Magistrates and District Collectors also reviewed it at their respective levels.
14. To lead by example, over 300 senior IAS, IPS and IFS officers of the State enrolled themselves on the platform and motivated the other officers down the line.
15. Officers and departments who had done a significant number of courses were identified as champions. The State got into a special arrangement with the Karmayogi Bharat team and enabled bulk uploading of officials from departments thereby enabling faster onboarding. The State team worked closely with the Karmayogi team to help with troubleshooting, which enhanced the onboarding experience. The State has now asked departments to identify professional courses related to their department and then motivate employees to take up such targeted courses.
16. The State also works with the Mission Karmayogi to help in identifying training needs and providing feedback for relevant courses needed for specific roles and sectors like agriculture or finance. It has also requested the Mission to provide a direct access to the national

Karmayogi dashboard that allows each State to check their status.

State Presentation 2:

17. **Sh. K.K. Pathak, DG BIPARD & Chairman Revenue Board, Govt. of Bihar** made a presentation on 'Designing Courses.' He announced the launch of Bihar Institute of Public Administration and Rural Development (BIPARD), a State training institution at Bihar after 22 years since the creation of Jharkhand.
18. An MOU was signed with Mission Karmayogi on 7th October – about 6.18 lakh employees are onboarded which is expected to touch 9 lakhs, with 40,000 course completions.
19. BIPARD has taken up the task of translating 200 course modules which are with CBC from English to Hindi, of which 25 are completed and are being vetted. Hindi audio-visual aids, quizzes, and storytelling are used for impactful and relatable learning.
20. BIPARD has also made it compulsory for the residential trainees to take up iGOT modules. On an average, the institute has about 1,700 trainees on campus, who are encouraged to take a half an hour or one hour course that make the numbers of course completions go up. This has led to the average number of completions to average at 5,000 per day.
21. BIPARD has also dedicated a huge computer lab to all the secretariat employees called Karmayogi Karyashala, who can attend the courses according to their schedules, either during lunch time or post work.
22. BIPARD is trying to lay out a vision document for Bihar where the institute is engaging across departments, right up to the Panchayat level, thus adopting a bottom-up approach for this process. The institute, he highlighted, has also created a Bihar Gen Next Lab on the lines of the Viksit Bharat Strategy Room (VBSR) at NITI Aayog. This was inaugurated in October 2024. The state-of-the-art lab has integrated all the important data, which is useful for training.

State Presentation 3:

23. **Sh. S. Suresh Kumar, Chairman INCAP & Secretary Infrastructure & Investment, Govt. of Andhra Pradesh** made a presentation on Capacity Building. He stated that inspired by the Mission Karmayogi programme, the Government of Andhra Pradesh has drafted a State Capacity Building Policy. Such a policy will help establishing a comprehensive framework for strengthening the capacities of the public service workforce in the state. The Mission, Kumar highlighted, is to build a future ready workforce through innovation, continuous learning and excellence, empowering public servants to drive citizen centric governance and deliver meaningful impact in society.
24. Detailing this journey, he pointed out that the Government of Andhra Pradesh on October 16,

2024 had signed an MOU with the Capacity Building Commission and Karmayogi Bharat. This led to several rounds of deliberations at the highest level of governance involving the Chief Minister. Collaborate on several aspects not restricting to on boarding employees on the Karmayogi platform but also curating programmes for the platform that would encourage participation from all state government employees.

25. Nodal officers have been appointed from all the 54 departments who are supporting the state in the on boarding. This process enabled the state to onboard over 8 lakh employees in 24-hours.
26. The State is also interacting with organisations like the IIMs which are known for creating training material and digital content, which is providing input for the state policy. As a pilot, employees of the Andhra Pradesh State Development Planning Society were asked to go through the iGOT platform, understand the capabilities of the platform and prescribe what best use can be made of it by using 5+ hours per person. As a special endeavour, the State government will be earmarking one hour – on either Thursday or Friday for employees to dedicatedly take up these courses.
27. The State also plans to align courses to the target deliverables of the 2047 Andhra Pradesh Vision document. It will spell out the departmental and employee targets for courses that will Taking a leaf from the National Learning Week, the State plans to replicate it by giving a ‘One Government message’ to promote a lifelong learning system.
28. The State has also created an institutional mechanism by constituting the State Capacity Building Commission, headed by the Hon. Chief Minister of Andhra Pradesh. An executive committee consisting of the chief secretary and departmental secretaries will be constituted to lead its work. The commission will be consulting all departments to conduct a needs assessment to work on the capacity building plan that will feed into the creation of new courses for employees. The State has also set a goal to set up a centre for excellence called the ‘Global Institute for Good Governance’ which will be a hub connecting 30 training institutes of the state.
29. He highlighted the 5 pillars on which the Andhra Pradesh capacity program stands namely: A bureaucracy that is on the path of progress (Pragati), one that is dedicated to practice or training (Abhyasa), is capable or empowered (Sakshama), is developing new skills (Nav Kaushala), and which is seeking excellence contribute to skills needed to meet the milestones of the vision. The courses will be translated into Telugu for better reach and consumption.
30. The State has set targets to ensure 100% participation in Mission Karmayogi within the next 6 months. This will be done by strengthening the existing state training institutes which will come up with blended programmes, which will include impact assessment – to see how taking up a certain course can enhance performance.

Open House Discussion:

31. The open house discussion session began with appreciation for the work of the CBC and Mission Karmayogi and the four presentations given in the session. **Chief Secretary, Madhya Pradesh, Anurag Jain** asked on the improvement showed in the behaviour of Delhi police and the Railways – on whether they were able to measure the impact on corruption. Dr. R. Balasubramaniam replied saying while they have not measured the impact, they are developing a course on ethical governance. He added that several other courses like ‘Leading the Karmayogi way’ enables them to understand themselves better since it is built on the foundation of ethics.
32. **Sh. Amit Khare, Advisor, Prime Ministers’ Office**, brought in the perspective of how all the 454 team members in the PMO – right from the Principal Secretary to the Prime Minister all advisors, Joint Secretaries, even our drivers, are all enrolled and have taken at least one course. He stated that chief secretaries enrolling themselves and taking courses will mean demonstrating by action, and the message will go down immediately.
33. CBC Chairperson Adil Zainulbhai requested everyone to register on the Mission Karmayogi platform and thanked all the dignitaries including Cabinet Secretary, NITI Aayog officials, PMO officials, Chief Secretaries from all states and officials present at the conference.

Day 2: 14th December 2024

Arrival of Hon'ble Prime Minister

Introduction of Conference Theme: Promoting Entrepreneurship, Employment & Skilling - Leveraging the Demographic Dividend

1. **Dr. T.V. Somanathan, Cabinet Secretary**, emphasized the importance of the Chief Secretaries (CS) Conference, the key role of Chief Secretaries, and the need for collaborative efforts between the Central and State Governments to achieve the vision of a developed India by 2047. The conference, attended by the Prime Minister and involving extensive prior collaboration between central and state governments, focuses on collective problem-solving, not mere consultation.
2. Touching upon the themes for the conference he emphasized the need for massive investment to create employment and stressed the importance of improving the investment environment, particularly addressing state-level challenges like weak law and order, delays and corruption and poorly designed or deliberately obstructive regulations. He emphasized the unique opportunity presented by the Prime Minister's dedicated presence at the conference and urged the Chief Secretaries to seize this chance to advocate for the right policies and initiate positive change. They highlight the faith the Prime Minister has in the civil service and its ability to drive India's progress.
3. He concluded with a call to action, urged Chief Secretaries to actively champion meaningful changes and leave a positive legacy.

Action Taken Report on earlier CS Conferences

1. **Shri BVR Subrahmanyam, CEO, NITI Aayog**, made a presentation on the Action Taken Report. He made the following points:
 - a. 47% of the 231 Action Items have been completed.
 - b. A third-party evaluation of the Action Items has been undertaken by NILERD. According to their report, 63% of Action Points are on track.
 - c. Theme-wise sectoral overview was provided on the grassroot impact of the CS Conference Action Points on sectors such as School Education, Higher Education, Urban Governance, Women's Empowerment, Health, Property and Electricity.
2. The Hon'ble PM suggested that if possible, the ATR could be segregated as to how much was a result of policy action and how much a result of delivery. He also suggested that states could start their own evaluation and have competitions on district and city level performance.

Introduction of Overarching Theme: Promoting Entrepreneurship, Employment & Skilling – Leveraging the Demographic Dividend

Shri Ajay Seth, Secretary, DEA, observed that:

- a. Our goal is Sabka Vikas, and we can succeed through Sabka Prayas i.e., by leveraging the Demographic Dividend.
- b. There is a need to transition from middle income to high income country by focusing on Employment, Entrepreneurship and Skilling.
- c. Our first competition is with the world at large. In the coming years, we will be the third largest economy. Our competition is with the biggest economies in the world – with US and China. We have to get our act together to compete with them. We also need to encourage competition among States in the true sense of cooperative federalism.
- d. Central and State Governments must focus on 7 key areas for this:
 - i. Movement from Agriculture to manufacturing and services through a better balance between agriculture, manufacturing and services. 46% of our people are in agriculture. They need to shift to manufacturing and services. The share of manufacturing needs to increase to 25%.
 - ii. Developing Cities as Economic Growth Hubs
 - iii. Increasing productivity in all factors of production. For this, while centre is focusing on capital, states need to focus on land, labour and enterprise through innovation in policy reforms
 - iv. States need to invest in people, infra, technology and innovation.
 - v. States must focus on environment while ensuring growth
 - vi. Balance of roles of the government, people and private sectors
 - vii. Augment State capacity for appropriate policy, design and programme implementation
- e. Entrepreneurship, Employment & Skilling are the driving wheels for the economy. We need to leverage the demographic dividend and make women-led development as the foundation.

Sub Theme 1: Creating an enabling Ecosystem - focus on Tier 2, 3 cities- Manufacturing

1. **Shri Amardeep Singh Bhatia, Secretary, Department for Promotion of Industry and Internal Trade (DPIIT)** made a presentation on the subject “Manufacturing with focus on Tier-2 & Tier-3 cities.” In the beginning of the presentation, he mentioned Hon’ble Prime Minister’s vision of making India a global manufacturing hub, in which States have a crucial role to play as they would attract global investments to India.
2. He highlighted the global manufacturing scenario emphasizing on the fact that India is among the top five countries in the world in terms of the share of manufacturing to global Gross Value Added. However, there is a huge gap in this share when compared to two of the largest economies of the World i.e. China (30.2%) and United States (15.6%). India’s share is just 2.8%. He also mentioned that India is the fastest growing economy among

these top five countries with a decadal average growth rate of 4.5% between 2014 and 2023.

3. He spoke about India's manufacturing landscape. He mentioned that India's share of manufacturing in GVA in the year 2023 was 17.3% which is low when compared with its Asian peers viz. China (26.2%), Thailand (24.9%), South Korea (24.3%), Vietnam (23.9%) and Malaysia (23%). However, there exists huge potential for increasing this share. He further added that India's share of employment in manufacturing in 2023 was 11.4%, while that of China was 29.1% underscoring significant potential for India to scale up its employment share in manufacturing. He also mentioned that India's share in global merchandise exports is nominal at 1.8%, which can be scaled up substantially.
4. He referred to the consistent and steady growth of India's gross value added, which has more than doubled in the past decade, i.e. from Rs.18.7 lakh crore in FY 14 to Rs. 38.2 lakh crore in FY 23 clocking a consistent pace of around 5.2% growth rate. He emphasized on two sectors viz. mobile phones and defence that have performed remarkably during this period. In both these sectors, the production and exports have risen significantly during the referred period. He underscored the importance of make in India and integration with global value chains to grow at a faster pace not only for these sectors but also for the entire manufacturing ecosystem.
5. He then focused on development of Tier-2 and Tier-3 cities as manufacturing destinations. He mentioned that by 2050, the share of urban population will be 50% and 40% of the urban population will be in Tier 2 and Tier 3 cities. Presently, 38% of employment in manufacturing and modern services comes from small cities, while large cities contribute around 48%. However, Secretary, DPIIT mentioned that there is a growing trend for shifting manufacturing in Tier-2 and Tier-3 cities. Among 4,030 Industrial Parks, Tier-2 and Tier -3 cities account for 1,500 of them. Similarly, 989 manufacturing units out of 1,228 manufacturing units under Production Linked Incentive scheme of Government of India are based in Tier-2 and Tier-3 cities. Secretary, DPIIT further highlighted that infrastructure in these cities has improved considerably due to dynamic leadership of the Government, which is reflected in several Special Economic Zones (SEZs) established in these cities. 193 out of 265 SEZs are in Tier-2/3 cities.
6. In his presentation, Secretary, DPIIT identified key enablers for manufacturing growth and for making businesses more competitive. These are:
 - a. Industrial Infrastructure
 - b. Logistics
 - c. Ease of Doing Business
 - d. Skilling and Entrepreneurship
7. Under industrial infrastructure, more than 4,000 industrial parks have been built. Sector specific parks have been established with Maharashtra, Karnataka and Tamil Nadu being

the front runners. 100 new plug & play industrial parks are in the process of being operational. Industrial corridors have helped in expanding the formation of new clusters. Industrial corridors are not only developing infrastructure in and around the park but also developing the integrated area. 95% of existing manufacturing output comes from here.

8. Highlighting the industrial infrastructure landscape, he mentioned about major non-node projects identified in two of the most important industrial corridors of the country. He showed in his presentation the road, railway, port linkage in Delhi Mumbai Industrial Corridor (DMIC) and Amritsar Kolkata Industrial Corridor (AKIC). AKIC is extended from Ludhiana in Punjab to Dankuni in West Bengal. These industrial corridors will encompass facilities such as major road projects, major railway projects, major ports, skill development centres and industrial parks.
9. He mentioned that for industrial infrastructure, DPIIT has started Industrial Park Rating System (IPRS) to evaluate the facilities of industrial parks. As a part of this exercise, DPIIT invites feedback from States to know their requirements to have better performing industrial parks; what can be the focused sectors; and factors which are essential to make manufacturing competitive. The focus area of States would include specific interventions such as:
 - a. City-level Economic Vision;
 - b. Optimal utilization of land: reclaiming unused land, providing industrial land at a competitive cost;
 - c. Social infrastructure such as affordable housing;
 - d. Availability of basic common facilities at competitive rates;
 - e. Facilitation of environmental and other clearances;
 - f. Industry 4.0 Infrastructure enabled infrastructure which includes high speed bandwidth;
 - g. Industrial skilling infrastructure.
10. While speaking about logistics, Secretary, DPIIT in his presentation, noted that Government efforts have helped India in improving its ranking in Logistics Performing Index (LPI) from 44 in 2014 to 38 in 2023. India can further target to improve its ranking to 25 by 2030. For this improvement to take place, States need to play a crucial role. States can adopt PM GatiShakti National Master plan at the State level and extend the same to district level. They can implement action plan from the LEADS and State Logistics Policy. States can ensure last mile connectivity by building a comprehensive framework under PM GatiShakti with robust planning and implementation mechanism.
11. In Ease of Doing Business (EoDB), Centre and States are jointly working under Business Reforms Action Plan (BRAP) to improve the EoDB. However, there exists wide variance across States in providing consent to establish new manufacturing facilities. Secretary, DPIIT mentioned that 35 services have been assessed across all States on time taken/number of documents required for approval and the inference suggests substantial

- difference across best and worst performing States.
12. In improving EoDB, States should focus on the following:
 - a. Improving state Single Window System
 - b. Maintaining Real-time dashboards to track status of application and monitor performance
 - c. Harmonizing documents for business related approvals
 - d. Institutionalizing a transparent inspection system
 - e. Making PAN as a single business ID for entities and its units
 - f. Creating online system of industrial land allotment, transfer and change of land use
 13. Apart from the above, States need to focus on regulatory framework and services at the district level. States need to also focus on prescribed checklist under BRAP but also look at maximizing the outcomes.
 14. Secretary, DPIIT then highlighted the importance of skilling and entrepreneurship. He mentioned that States should explore how best practices in skilling infrastructure can be linked to industry needs. He emphasized that the upgradation of physical infrastructure and filling up of teachers' vacancies are crucial for improving skilling and entrepreneurship in Tier-2 and Tier-3 cities.
 15. In the concluding slide, the best practices of States across key enablers for manufacturing growth were highlighted. Maharashtra has been doing well in building robust industrial infrastructure, Karnataka has been the pioneer in cluster-based approach, Bihar has come up with sector-specific plug and play infrastructure and Tamil Nadu has successfully implemented affordable housing model for workers. In the EoDB pillar, Telangana has implemented TG-iPASS – a single window dashboard; Andhra Pradesh has been providing perpetual license under Factories Act, Uttar Pradesh has implemented Nivesh Mitra for time bound clearances providing more than 491 online services. Under skilling and entrepreneurship, Gujarat has recognized more than 12,500 startups and Odisha has been successful in establishing the World Skill Centre.
 16. The presentation by Secretary, DPIIT was followed by a short film on manufacturing in India, highlighting the best practices of some of the States like Andhra Pradesh, Assam, Bihar, Odisha, Tamil Nadu, Telangana and Uttar Pradesh.

State Presentation 1:

17. **Ms. Radha Raturi, Chief Secretary, Uttarakhand** made a presentation on 'Skill Development in Uttarakhand.' To begin with, Ms. Raturi presented a brief overview of the economy of Uttarakhand and the State of its manufacturing. She mentioned that the State is home to around 1.17 crore population and the State's Gross State Domestic Product (GSDP) is approximately INR 3.46 lakh crore, reflecting a growth trajectory of 7.58% for FY 2024. The secondary sector, comprising almost 47% of the GSDP, emerges as the

backbone of the State's economy, propelled by dynamic manufacturing and construction activities. Manufacturing holds a substantial weight, accounting for almost 32% of Uttarakhand's GSDP with more than 88,000 MSME units and over 300 large-scale industries. Uttarakhand's manufacturing capability is illustrated by the presence of more than 370 pharma and 300 auto manufacturing units and more than 45,000 food processing establishments. The industrious framework includes major national & international brands spanning a diverse range of industries.

18. She further mentioned in her presentation that Uttarakhand had conducted a small Skill Gap Study in the State, to assess both the skill needs and aspirations of the youth. The study has shed light on the evolving preferences of Uttarakhand's youth. Further understanding in this area was developed through a NITI State Workshop on Future Ready Uttarakhand, collaborating with industry, academia and the government on key topics, namely, Employment Opportunities in Emerging Sectors, building a Knowledge Economy, Revitalizing Uttarakhand's Rural Economy and Strengthening Industries & Urban Infrastructure. Insights developed from such initiatives are crucial, in the State's exercise to tailor skilling programs to not only cover industry demands but also align with aspirational career paths of young individuals, thus paving the way for targeted skill development interventions.
19. On the States' vision for skilling, Chief Secretary, Uttarakhand mentioned that the State aims to equip the workforce with skills that meet Industry 4.0 benchmarks through comprehensive reskilling and upskilling initiatives. A pivotal aspect of the strategy involves enhancing the existing skilling ecosystem. The State has strengthened 24 state Industrial Training Institutes with the support of World Bank funds. It is in the process of upgrading 13 ITIs by leveraging partnership with Tata Technologies, to not only enhance technical prowess of candidates but also improve critical soft skills, thereby preparing the workforce for the multidimensional challenges of modern industries. Further, long and short-term courses have been introduced in key emerging sectors such as Industrial Robotics, Solar Technologies, EV Repair, Plastic Processing, amongst others. Uttarakhand has also developed robust training and upgradation partnerships with various industry leaders including Samsung, Ashok Leyland, Maruti Suzuki among others, thus preparing the workforce for the next wave of industrial revolution.
20. State's Centres of Excellence, nurtured through alliances with industry stalwarts like Schneider Electric and Philips remain instrumental in the endeavour to enhance skilling through Centres of Excellence (CoEs). This has resulted in placement rates exceeding 90% and doubling of packages for almost all candidates through 3 months of training. These centres deliver free of cost, high-calibre training programs for ITI graduates, bridging the gap between formal education and industry-relevant requirements through specialized curriculum imparted by Industries themselves through their trainers.
21. She mentioned that to further this initiative, the State is developing multiple Centres of

Excellence in advanced fields of manufacturing such as hydraulics & Pneumatics, Robotics, Mechatronics, Precision Manufacturing, Industrial Maintenance and advanced electrical amongst others. The State is committed to providing support in the set-up and operations of the CoEs along with continued support to candidates in the form of subsidy. Integral to the strategy are programs like the PM Internship Scheme with the State having more than 1,700 opportunities for this year and the National Apprenticeship Promotion Scheme with more than 27,000 candidates engaged from the State in 2024-25.

22. She further stated that the Devbhoomi Udyamita Yojna fosters an entrepreneurial ecosystem, innovation and start-up culture at higher educational institutes by providing the much-needed training and financial support to budding entrepreneurs. The Overseas Placement Scheme trains candidates in foreign languages and relevant domains for international placement. State government provides boarding and lodging support along with subsidized trainings to the candidates through onboarded NSDC International certified agencies and has already placed almost 40 candidates in Japan & Germany in the pilot courses. Further, an initiative to enable employment opportunities for the youth through development of a Youth Hub in Partnership with UNICEF's YuWaah initiative is currently underway. It is a platform that facilitates basic steps like preparation of employment-relevant CVs and based on relevant skill sets, connects youth to employers across the country.
23. In conclusion, Chief Secretary, Uttarakhand mentioned that prime focus areas include promoting the Dual System of Training with substantial industry-based experience to bridge the gap between theory and practice. A comprehensive Skill Census is being proposed to be conducted to assess the present skills and aspirations of the State's youth and analyse the skill gaps that need to be addressed by appropriate skilling initiatives and simultaneously connecting the skilled and employable youth with the multitudes of opportunities across the globe. The State has also undertaken an effort in developing an Apprenticeship Embedded Degree Programme aligned with the National Education Policy, integrating education with industry-aligned skills. Presently, multiple departments provide skilling programmes for different sectors through multiple schemes. A Unified Single Window Portal is being planned to streamline skilling, employment, and reskilling efforts across the state

State Presentation 2:

24. **Sh. V. Arun Roy, Secretary (Industries), Tamil Nadu** made a presentation on 'Creating Enabling Ecosystem for Manufacturing.' Secretary (Industries), Tamil Nadu started his presentation by mentioning that 69% of Tamil Nadu's GDP is being generated from outside the Chennai region and 45% of the large manufacturing industries in Tamil Nadu are located in districts with tier II and III towns. He elaborated on the State's vision of good industrial infrastructure which encompasses a large land bank, a part of which has to be converted into industrial parks. These parks must have not only amenities like

power, water and connectivity but also facilities for housing workers, imparting skill training and spaces to foster innovations. They must also cater to the ESG goals of global investors by promoting circularity and sustainability. The State is creating an additional land bank of 48,000 acres, of which 80% are in emerging districts supported by Tier II / Tier III towns. It has also promoted Specialized / Product Specific industrial parks in emerging districts, across the State. For instance, Furniture Park in the south in Thoothukudi, Food Park in Trichy in the central region, aerospace, defence and electric vehicle parks in Coimbatore and Hosur in the western region and Footwear Park in Ranipet in the Northern Region. The locations of these specialized parks have been selected to tap into the advantages offered by the ecosystem of these regions.

25. He further mentioned that Tamil Nadu's Tier II ecosystem is also supported by a host of private industrial parks in towns like Coimbatore, Hosur and Erode. The Government supports these parks in the establishment stage in multiple ways which include capital subsidy up to 15% for creating internal infrastructure, single window systems of approvals for industrial parks, help in consolidating land by making Government land available for the sake of contiguity, and prioritizing road expansions. This is also linked to prospective investors.
26. The State is also providing built-in plug and play facilities to investors, as investors prefer asset-light models. The private sector had already invested in such facilities. Now the Government of Tamil Nadu is also developing plug and play facilities for both large & MSME manufacturing. Tamil Nadu majorly follows two models in creation of plug & play facilities. First, is direct development by the Government like has been done in Madurai, Erode and Salem. The second is a PPP mode in which land is made available in high demand locations and without collecting land value, a revenue sharing arrangement of over 45 years is worked out.
27. Secretary (Industries), Tamil Nadu emphasized on the fact that as a water deficit State, one of the priorities to promote new manufacturing centres is making reliable water supply available. The two important strategies in this respect are using recycled municipal sewage through the Tertiary Treatment Reverse Osmosis Process and the other is desalination. Tamil Nadu already installed highest capacity of producing 90 MLD of TTRO water from Chennai city's sewage and this is used for industrial use. The State is setting up a 20 MLD TTRO plant in Hosur for the industries in the region. On the same lines, smaller TTRO plants will be set up for towns like Madurai and Tindivanam for the use of nearby industries for desalination. The State has invited tenders for a desalination plant in Thoothukudi at a cost of Rs. 1,000 cores in HAM Model, dedicated exclusively for industrial use. As a major step in protecting the environment, Zero Liquid Discharge (ZLD) has been made mandatory for leather and textile industries. 37 Common Effluent Treatment Plants (CETP) are functional for this purpose. This has helped cities like Tirupur and Vellore to get export orders from environmentally conscious foreign customers.

28. Another important aspect which he highlighted was of housing facilities for workers adjacent to factories, which is vital for sectors like electronics and textiles that generate massive employment. In Tamil Nadu, two SPVs for this purpose – Tamil Nadu Industrial Housing Pvt. Ltd and Tamil Nadu Working Women's Hostels Corporation have been established. In this regard, multiple models have been implemented successfully. First is the rental model where the State invests upfront based on the long-term rental commitment from a big company that it will use the created facilities for its workers. Under this model, India's largest industrial housing facility in Sriperumbudur with 18,750 beds on a single location at a cost of Rs. 700 crores has been created for Foxconn. Now the same model is being extended to Tirunelveli, a tier 2 town for Tata Power. In the second model, the Government becomes co-investor with the private employer and risks and profits are equally shared. An example of this model is the project in Hosur where both Govt. and Tata Electronics have co-invested to construct 40,000 beds for their workers engaged in manufacturing of I-phones and I-phone components. Phase I of 18,000 beds will be ready for inauguration in February 2025. Worker housing schemes have also been taken up in towns like Perundurai, Thoothukudi, Cheyyar and Shoolagiri based on market demand assessment. 13 working women's hostels have been set-up in small towns for the benefit of women in the managerial and supervisory cadre with facilities like centralized online booking. The State has also innovated by establishing the Tamil Nadu Shelter Fund to finance commercially viable industrial housing projects.
29. To promote innovation, and facilitate production and testing, a Government funded privately operated incubation centre for startups is functioning in Hosur. A mechanical & material testing centre is being established in Trichy. An advanced skill centre with machinery to train for 48 different courses is being set up in Hosur and in Coimbatore. A 400-crore project in partnership with the Tata group to establish 9 high-tech labs in emerging areas like aero design and industrial robotics is also underway.
30. Tamil Nadu launched Logistics Policy and Integrated Logistics Plan in 2023 with a vision that the transit time from anywhere in the State to a seaport must be less than 8 hours and to the airport it should be less than 3 hours. In this plan, 50 interventions have been identified that are needed to be taken up in the State in the next 10 years. A logistics cost assessment across major freight corridors in the State has also been undertaken. The State is implementing the Tamil Nadu Industrial Connectivity Project focused exclusively in connecting smaller industrial towns to major National Highways. A unique initiative in Tamil Nadu for investments in smaller town is Industrial Ecosystem Fund from which even private industries can seek support to create last mile road connectivity for their facilities.
31. In conclusion, he underscored the importance of promotion and marketing of tier-2 and tier-3 cities, to convince investors of the infrastructure and logistics advantages that they offer. In Tamil Nadu, Guidance, the dedicated Investment Promotion Agency gives special emphasis to emerging districts. Guidance has dedicated officials placed in towns like

Hosur, Coimbatore and Madurai to take care of investor's needs. Also, in the State's industrial policies, higher incentives are offered for investing in less industrial districts.

State Presentation 3:

32. **Dr. Rahul Gupta, VC & MD, Gujarat Industrial Development Corporation,** made a presentation on 'Ease of Doing Business in Gujarat'. At the beginning of the presentation, he highlighted that Gujarat is one of the pioneering State in the country when it comes to enabling a conducive business environment for investors. He mentioned that Gujarat is a one click government. Investor Facilitation Portal (IFP), based on the principle of "Minimum Government-Maximum Governance", is a single window portal of the State having over 200 business approvals across various State Departments along with online payment mechanism. Of the many vibrant features, one is the star rating feedback mechanism, which enables investors to provide feedback on their applications on a scale of 1 to 5. For e.g.: If an investor is not satisfied with the services of a particular department and gives lower rating, such data is immediately shared with concerned department for necessary corrective action. Gujarat Single Window Clearance Act was enacted in 2017 for ensuring issuance of online approvals and grievance redressal in a time bound manner with absolute transparency and accountability.
33. He spoke about GIS based land bank system which enables investors to access through a single click the resourcefulness, topography and connectivity details of available land parcels across state. The MSME Facilitation Act was enacted in 2019 with the motto of "First Production, Then Permission". Any MSME wanting to set up a new unit in Gujarat is exempted from obtaining certain approvals and permissions for a period of 3 years and can start operations immediately. In addition to this, the State has drafted over 15 sector specific policies to facilitate investments in the State. The key challenges that the State addresses through different initiatives are: the never-ending complex procedures, multilevel intra and inter departmental approvals, exhausting compliances, and overwhelming processes related to land and revenue.
34. He further mentioned that Know Your Approval feature was introduced to educate the investors about all necessary approvals at one go. Common Application Form has been introduced, wherein the investor will simply fill up one comprehensive application for various approvals across all departments instead of having to fill up separate forms for separate approvals. Further RCPS Act and Single Window Clearance Act were enacted to remove hindrances in EoDB by mandating time-bound disposal of applications. The initiatives have been very effective as more than 19 lakh applications across various departments have been processed on IFP till date and over 95% of all application disposed in last one year have been disposed within the prescribed time limit. Services at district level were integrated into IFP to make it speedy, user friendly and transparent for the end user. Some such services include Property Tax registration, Profession Tax, GST registration etc.

35. He stated that Gujarat was amongst the first states to start GST Suvidha Kendra at the district level for ensuring quick registration and biometric based AADHAR authentication at preferred time of tax payer. This initiative has benefitted over 25,000 businesses for registration and time taken to process an application has significantly been reduced from 25-30 days to 6-7 days.
36. He emphasized that Gujarat has taken the lead by removing nearly 3,000 such compliances across 80 state regulations. Some such initiatives include:
- a. Removal of provision for mandatory inspection and the requirement for annual renewal of shops and Establishment License. License once granted is valid for lifetime.
 - b. Government has introduced self-certification for industries across 14 labour laws, thereby giving relaxation from over 800 compliances.
 - c. GIS based land bank system in the state provides online access to over 20,000 hectares of developed industrial land parcels across state and iORA (Integrated Online Revenue Application) provides authentic, valid, legal land records for the same. More than 8 crore of land records have been digitized, 22 lakh users benefitted through iORA portal and turnaround time has come down from 90 to 45 days.
37. In conclusion, he mentioned the way forward, and proposed to set up Udyog Sahay Kendras across major districts in the State to provide guidance and assistance to MSMEs for handholding support. 30 new business centric services have been identified and planned to be integrated with IFP. Further introduction of the provision of deemed approvals has been proposed. Any application made on the single window portal will be deemed approved at the end of stipulated timeline if not disposed by concerned department within that duration. 83 business centric approvals have been identified with no or low risk for this purpose. The State also suggested that they would carry out BPR of procedures using data analytics and reduce timelines for approval across applications.

State Presentation 4:

38. **Dr. Harshdeep Kamble, Principal Secretary (Industries), Maharashtra** gave a presentation on 'Industrial Infrastructure and Logistics.' He began with an overview of manufacturing sector in the State of Maharashtra. He mentioned that Maharashtra is a 500 billion US\$ economy and a leading State in manufacturing. Maharashtra Industrial Development Corporation (MIDC) is India's biggest State nodal development authority. MIDC has 300 industrial areas, 142 cooperatives industrial parks and also 31 private integrated industrial parks. It has about 2.5 lakh acres of land under industrial parks and 1.2 lakh acres of area under acquisition. MIDC has also constructed 4 irrigation dams, being used for industrial water supply through its own funds. Specialized infrastructure such as Gems & Jewellery Park, Silver Park, Floriculture Park, textile parks, IT parks have also been established. The upcoming sectoral parks are Semiconductor Park, coming up in 500 acres area in Navi Mumbai and bulk drug and Pharmaceutical Park near Dighi port. A technical textile park and Green Data Centre Park has also been established.

Maharashtra is the first State to come out with a policy on Green Data Centre and have already received about Rs 60,000 crores of investment proposal for the same.

39. He emphasized on another very important partner in the development of core industrial infrastructure in Maharashtra which is Maharashtra Industrial Township Limited, a joint venture between NICDC, Government of India and MIDC, Government of Maharashtra. This is India's first ICT enabled smart industrial city with plug and play facility, walk to work concept with good connectivity. There are 2 nodes, one is Auric and another is Dighi. Toyota Kirloskar Motor has already invested in Auric. Another company JSW Green Mobility, would be investing in electric vehicles in AURIC. Chhatrapati Sambhaji Nagar is going to develop as a next auto hub viz-a-viz to Pune.
40. He also focused on logistics infrastructure in Maharashtra. He mentioned about Samruddhi Marg Expressway; and Shaktipeth Expressway. To promote this, the State has come out with an action plan and through their new Logistic Policy 2024, one international and one national logistic mega hub considering the importance of Navi Mumbai and Nagpur will be built. It is proposed that State Government could invest Rs.8, 000 crore and private sector could invest more than Rs.30,000 crores in this project. Key incentives offered in this logistic policy is Capital Subsidy, Interest subvention for logistic parks, stamp duty exemption etc. To promote MSME in Logistic Sector, the State has come up with a policy of no initial permission for MSMEs to start their logistic operation. However, they will have two years of time to take those permissions. Maharashtra's target for next five years is creation of 10,000 acres of the logistic infrastructure which would help in 5% reduction in logistic cost and also reduce time taken through this connectivity. Through this policy around 5 lakh employment would be generated. Principal Secretary (Industry), Government of Maharashtra illustrated the success story of Bhiwandi- a mega logistic hub in Mumbai Metropolitan Area. It has 100 million square feet of area already built, employing more than 2 Lakh people with a business of more than Rs.50, 000 Crore. The State has conferred industry status to logistic sector and whatever logistic park is developed, 40% of that area can be used for commercial and allied activities, for making it more sustainable. Multi storied logistic parks have also been allowed because in urban areas the land parcels are sometimes smaller. The integrated logistic park has capital subsidy and interest subsidy which has helped this area to grow. Single window approvals from MAITRI portal have also helped in his business. He also spoke about Samruddhi Mahamarg, a well-developed logistic infrastructure from Mumbai to Nagpur, 700 kms in length and the distance covered now is within 7-7.5 hrs. Earlier this distance had a travel time of 13-14 hours. It has helped in developing other areas such as Chhatrapati Sambhaji Nagar/ AURIC, Jalna a steel manufacturing centre, logistic hub and dry port. Samruddhi Mahamarg now is further being extended to Gadchiroli. 18 new industrial townships are being developed across 10 districts. Gadchiroli, a Naxalite dominated area, is now on a well-defined development path with an investment of more than Rs. 50,000 crores. It is going to be a Steel city of Maharashtra.

41. He suggested the way forward in his concluding slide which included strengthening of industrial ecosystem in tier 2/3 cities by creating land bank; incentivizing the local resources; promotion of sectoral industrial growth centres including Nagpur as a solar and battery manufacturing centre, Chhatrapati Sambhaji Nagar for Auto and Agro, Dighi as Petro and Pharma induced industrial centres; promotion of development of private and small Industrial Township with private participation in large scale. Setting up of incubation exhibition convention and skill centre in tier 2/3 cities in Nashik, Nagpur, Ratnagiri. He also emphasised promoting sustainable and holistic development through setting-up of six circular economy parks, with units focusing on reuse and recycle. Out of the six proposed circular economy parks, four would be set up in tier 2/3 cities.

Open House Discussion:

42. After the presentations from the States, the floor was open for discussion. **Ms. Alka Tiwari, Chief Secretary, Jharkhand**, moderated the session.
43. **Shri Amrit Lal Meena, Chief Secretary, Bihar** spoke about plug and play infrastructure developed in Bihar. Textile has been one of the focus areas for the State. 24,000 acres of unused land has been provided to textile industry at a nominal rate for setting-up of textile park. Muzaffarpur has been a success story in textile sector. 1,008 workers are presently employed there. The State Government has planned to develop 4 industrial parks across Varanasi-Kolkata expressway.
44. **Dr. Ravi Kota, Chief Secretary, Assam** suggested creation of data platform for sharing information about skilled workers. He mentioned that the information about skilled manpower is not available to other Ministries/Departments or States, as a result of which absorption of skilled worker in other ministries/departments become a challenge. Training programme for workers in electronics sector has been conducted in states like Karnataka and Tamil Nadu by Government of Assam, however, this information is only available in a single portal restricted only in Assam. It is difficult to access information about skilled workers unless a unified portal is being created.
45. Representative from Telangana enquired about the operating model for industrial accommodation/girls' hostel from representative of Tamil Nadu. In response, Shri V. Arun Roy, Secretary (Industry), Government of Tamil Nadu mentioned that hostels are set up by the SPV and supported by Tamil Nadu shelter fund. The rents are commercially viable and there is a small amount of Government subsidy.
46. **Shri N. Muruganandam, Chief Secretary, Tamil Nadu** raised the issue of agitation in acquiring land from public or the purpose of industry. He asked representative from Government of Maharashtra whether any specific strategy is being followed for land acquisition in the State. In his reply, Dr. Harshdeep Kamble, Principal Secretary (Industry), Government of Maharashtra stated that farmers are given good compensation

for the land. Additionally, 80% of the jobs in the factory are reserved for family members of the farmer.

47. **Ms. Alka Tiwari, Chief Secretary, Government of Jharkhand** summed up the session highlighting the importance of promoting manufacturing in Tie-2 and Tier-3 cities. She brought out the important highlights from each of the presentation of the States. The action points emerging from the deliberations for the States/UTs are:

a. Industrial Infrastructure

- i. To formulate City Level Economic Vision for 100 Tier-2 and Tier-3 cities by June, 2026.
- ii. To put in place policy for flexible land lease in industrial parks by December, 2025.
- iii. To mandate usage of PM GatiShakti National Master Plan for planning projects above a threshold monetary value by December, 2025.
- iv. To commence development of 100 'Plug and Play' Industrial Parks by December, 2025
- v. To upgrade Industrial Skill Infrastructure of 1,000 ITIs by December, 2029

b. Logistics

- i. To develop and implement State Logistics Action Plans as per State Logistics Policy and LEADS assessment by June, 2026
- ii. To formulate City Logistics Plan of 25 Tier 2 and 3 cities by December, 2026

c. Ease of Doing Business

- i. To implement district level reforms - inspections, payment gateways, NoCs & Certificates, Licenses, and industrial land allotment etc. - using framework of District Business Reform Action Plan by December, 2025.
- ii. To improve States' Single Window System as per benchmarked time, documents & steps required by December, 2025
- iii. To undertake measures under Reducing Compliance Burden (RCB) Plus initiative for identification and reduction of compliances under 20 Central Acts and 3 State Acts by February, 2025
- iv. To identify provisions for comprehensive decriminalization of various State Acts, starting with Municipal Laws by February, 2025

d. Skilling and Entrepreneurship

- i. Each State to undertake skill gap studies for emerging/ high potential Manufacturing Sectors by December, 2025
- ii. To reduce vacancies of trainers by 50% in it is by December, 2029
- iii. To support development of 100 new Startup Incubation Centres by December, 2025

Remarks by Hon'ble Prime Minister:

Hon'ble Prime Minister encouraged everyone to speak and contribute freely to the discussions during the sessions. He emphasized that this kind of a healthy atmosphere was important. He stated that change was important and that it could be realized only when the Chief Secretaries are inspired and driven to perform in their States.

Special Session 3: Economic Reforms in States for Investment

1. A presentation on 'Economic Reforms in States for Investment' was delivered by Dr. V. Anantha Nageswaran, Chief Economic Adviser (CEA), where he outlined India's vision of becoming a developed country. He emphasized the critical need to attract investments, create jobs, and stimulate growth. Dr. Nageswaran articulated that the vision of 'Viksit Bharat by 2047' necessitates a multi-faceted approach, focusing on sustainable and employment-sensitive growth that generates approximately 8 million jobs annually, increases the share of manufacturing in India's GDP, integrates Indian businesses into global value chains, and establishes a robust MSME sector to serve as India's Mittelstand.
2. He noted that India lags behind countries like China, Vietnam, and Bangladesh in key economic indicators, emphasizing the importance of employment-sensitive growth for success. For instance, while manufacturing accounts for 27% of GDP in China and 25% in Vietnam, it constitutes only 17% of GDP in India. Moreover, only 10.5% of Indian workers are employed in large firms, compared to 51.8% in China and 40% in Vietnam.
3. The CEA then highlighted the significant strides made at the central level in economic reforms, including **rationalizing** over 20,000 compliances, **digitizing** processes, and **decriminalizing** regulations. These efforts have streamlined administrative workflows and eliminated physical touchpoints, thereby enhancing business efficiency. He cited successful examples like the National Single Window System which integrates 16 states, and the performance of states like Telangana, Gujarat, and Kerala, which lead in the Ease of Doing Business (EoDB) rankings. Additionally, states like Kerala and Assam have earned national accolades for their digital governance initiatives, setting blueprints for others to adapt to their unique contexts.
4. He emphasized that despite these advances, regulatory frameworks at the state level still pose significant barriers to business growth. He underscored the **urgent need for systematic deregulation** by simplifying processes for business entry, operation, growth, and exit. States need to identify their existing regulations, compare them with those in other states and countries, and estimate the costs these regulations impose on enterprises.
5. Dr. Nageswaran proposed a **three-step roadmap for systematic deregulation** to fundamentally alter government-business interaction, beginning with the identification of critical areas such as labour, land, building, and utilities. This would involve amending existing laws,

rules, and regulations, like the Shops Act and building standards, to simplify processes and remove unnecessary restrictions.

6. He recommended that in step 2, **states can learn from progressive deregulation practices**, such as Maharashtra's perennial fire NOC policy, and leverage administrative data to pinpoint areas ripe for reform. He further elaborated on the importance of focusing on state-level regulations, particularly in sectors under their jurisdiction, such as transport (motor vehicle and worker laws, carriage of goods), logistics (warehousing, logistics policies, building bye-laws), buying and selling (agricultural produce and livestock market laws), environment and public health (pollution prevention laws), and sector-specific regulations (excise, food safety, legal metrology). Simplifying these regulations would reduce barriers to business growth and foster a more investment-friendly environment. States can learn from each other's deregulation experiences as well. For example, while Bihar prohibits women working at night and hostels in industrial areas, Gujarat and Maharashtra have more permissive policies. Ground coverage requirements also vary, with Bihar limiting it to 40% and Gujarat, Maharashtra, Odisha, and Telangana imposing no limits. States like Karnataka and Haryana have conditions or varying coverage, highlighting differences in regulatory practices and the need for streamlining regulations and improving business environments. International experiences also offer valuable lessons. Countries like Japan, South Korea, and the United States have transitioned from stringent controls to more flexible regulatory frameworks. Examples include Japan's mixed-use development policies and South Korea's flexible weekly work limits. These models underscore how easing restrictions can drive growth and efficiency, offering insights for India's deregulation efforts.

7. He highlighted the third step as **estimating the economic impacts of regulatory restrictions**, such as women losing earning opportunities in restrictive industries. For instance, in Maharashtra, women earn Rs 13,428 in the paper industry versus Rs 11,105 in the glass industry, resulting in a 21% earnings loss. In Tamil Nadu, women earn Rs 14,707 in the food processing industry, compared to Rs 13,662 in the fat and oil extraction industry, losing around 8%. In Karnataka, women in the pesticides industry earn Rs 14,424, while those in the beedi industry earn Rs 12,869, a 12% earnings gap. Additionally, compliance with building standards like setbacks, ground coverage, and parking regulations results in a 50% loss of land for industrial buildings.

8. He identified **opportunities for reform through a phased approach**. Phase 1 focused on reducing compliance burdens, streamlining systems, digitizing processes, and incentivizing key sectors. Phase 2 would focus on liberalizing standards, setting legal procedures for enforcement, reducing tariffs/fees, adopting risk-based regulation, and extending validity periods for regulatory approvals. Specific measures, such as removing all prohibitions on women from working in factory processes; instituting legal safeguards for punitive actions to reduce chances of arbitrary administrative action; lowering minimum road width using data-based approach to allow factories in rural areas; reducing electricity tariff markup for industrial users to $\leq 5\%$; allowing regulated private agents to do enforcement tasks, issue permits, and be accountable; and

lengthening validity of NOC for low and moderate risk buildings and involving third-parties based on risk were also proposed.

9. **Lessons from other countries** like the United States, New Zealand, and Argentina highlight sustained deregulation programmes. The U.S., for example, implemented the Paperwork Reduction Act and is proposing the Department of Government Efficiency (DOGE), the UK has the Better Regulation Delivery Office where for every £1 of new regulatory costs there is a reduction of £2, and New Zealand mandates regulatory impact analyses for policy decisions at the Cabinet level. These initiatives illustrate how systematic reforms can improve regulatory environments and offer valuable lessons for India.

10. In conclusion, he presented an actionable **three-step agenda to boost investments and create jobs**. This involved identifying areas for deregulation, learning from best practices, and estimating the costs of existing regulations. He outlined **four key reform approaches**: liberalizing standards and controls, establishing legal safeguards, reducing tariffs and fees, and implementing risk-based regulation. He stressed that **deregulation should not be a central government responsibility alone but must also be championed at the state level** to create a truly business-friendly environment. These efforts could reduce compliance burdens, free administrative bandwidth for developmental priorities, and create a 'butterfly effect' where small changes lead to significant positive outcomes, ultimately enabling India to realize the vision of Viksit Bharat by 2047.

State Presentation 1:

11. **Shri Amrit Lal Meena, Chief Secretary, Bihar, delivered the presentation on 'Unleashing the Potential of Markets Using Agricultural Produce Market Committee Act Repeal and State Actions - The Case of Bihar'**. He began by outlining Bihar's transition from a regulated to a free-market regime in agriculture following the repeal of the Agricultural Produce Market Committee (APMC) Act in 2006. This significant policy shift aimed to reduce intermediaries and empower market forces, enabling farmers to benefit directly. Shri Meena highlighted the historical timeline, noting that the Bihar State APMC Act, first implemented in 1960, created Agricultural Marketing Boards in 1972 to regulate wholesale and rural markets. However, the repeal marked a transformative move toward direct marketing models, bringing the market closer to farmers. He elaborated that, post-repeal, farmers have gained the freedom to transact directly with traders of their choice, free from licenses or fees. This transformation has facilitated traders and aggregators in procuring key crops such as wheat, maize, and paddy directly at the farmgate, infusing technology, capital, and skills into the agricultural value chain. Shri Meena emphasized that buyers from other states now enjoy the freedom to transport produce without mandi restrictions or fees, further liberalizing the market environment.

12. Illustrating the impact of this reform, he shared case studies of key players in Bihar's agricultural sector who have leveraged direct procurement, extension services, and processing investments. He detailed ITC's **model of direct commodity sourcing**, which annually procures approximately 1.5 lakh MT of wheat, maize, and paddy from farmers, FPOs, and small aggregators

across nine districts. ITC also sources over 1 lakh litres of milk daily from more than 20,000 farmers in 600 villages. Extension services such as 1.2 lakh acres of demonstration plots have promoted best farming practices, benefiting over 20,000 dairy farmers. Expanding on innovation in agriculture, Shri Meena highlighted DeHaat's **'Seed to Market' approach**, supporting small and marginal farmers with high-quality agri-inputs and procurement services. With over 1,000 DeHaat centres and 28 distribution nodes across Bihar, the company procures diverse crops such as wheat, maize, paddy, makhana, litchi, mango, sugarcane, chili, and onion. Similarly, Cargill's model, which sources wheat, maize, and paddy through multiple strategies, was discussed. Cargill not only engages in spot trading but also warehouses stocks and exports to Bangladesh and Nepal, operating collection centres in districts like Begusarai, Purnea, Rohtas, and Patna. Shri Meena also mentioned Siddhivinayak **Agri Processing's initiatives** in potato sourcing, focusing on cultivating and procuring processing-grade varieties. By collaborating with FPCs and agri-entrepreneurs, the company has supported seed distribution and procurement operations, illustrating the transformative role of private sector engagement in empowering farmers.

13. Addressing the importance of **modern storage infrastructure**, he highlighted the development of storage facilities across rural Bihar. Arya, for instance, has established 120 warehouses to store dry commodities, piloting innovative cocoon-based hermetic storage systems that enhance the longevity of produce. These facilities collectively aggregate 3.6 lakh MT of maize and wheat annually. Through Argos, 69 farmgate warehouses with a capacity of 38,000 MT now serve over 41,000 farmers in districts such as Begusarai, Muzaffarpur, and Samastipur. Other players like Star Agri, NCML, and NBHC have also contributed to improving storage infrastructure, reducing post-harvest losses, and enhancing market linkages.

14. He further underscored **Bihar's growth in agricultural exports**, which rose from INR 3 crore in 2005-06 to ~INR 2,900 crore in 2023-24, ranking the state 11th nationally. He highlighted the maize revolution, where production surged from 10.64 LMT in 2005-06 to 58 LMT in 2022-23, facilitated by improved connectivity and a rise in railway rake points from 3 in 2009 to 25 in 2021. He emphasized the role of farmer collectives, noting the emergence of over 1,300 Farmer Producer Companies (FPCs) supporting direct marketing initiatives.

15. Concluding his presentation, he discussed **Bihar's reforms to enhance EoDB**. The Registration Department introduced online property registration and same-day deed issuance, while the Bihar State Pollution Control Board launched modules for online authorizations and auto-renewals, ensuring faster processing and transparency. The Labour Department's decision to permit women to work double shifts in factories has contributed to increased female labour force participation. These reforms collectively aim to create a more business-friendly ecosystem in Bihar, fostering economic growth and empowering the state's agricultural community.

State Presentation 2:

16. The **next presentation was delivered by Ms. Santhi Kumari, Chief Secretary, Telangana, on 'Ease of Doing Business 2.0 Telangana: An Economic Giant in the Making'**. She began by

emphasizing the transformative impact of the Telangana Industrial Project Approval and Self-Certification System (TG-iPASS), a landmark initiative introduced in 2014. This single-window system mandates time-bound approvals with fixed timelines of up to 30 days. To further ensure investor confidence, deemed approvals are granted in cases of delays, and self-certification is permitted. Additionally, the system eliminates inspections for pre-establishment approvals, streamlining processes and creating a more investor-friendly environment.

17. Building on the **key systems that facilitated faster and hassle-free approvals in Telangana**, she mentioned about the **Common Application Form (CAF)**, which emerged from extensive business process re-engineering efforts. This innovative electronic application simplifies the approval process by allowing investors to submit a single form for approvals across 27 departments. The CAF reduces the number of enclosures required from 110 to just 10 and enables parallel processing, where each department independently reviews the application. This mechanism facilitates quicker decision-making and ensures transparency through end-to-end online tracking. The **Query Management System**, another critical reform, enhances the investment approval process by designating the first three days after application submission as the Pre-Scrutiny Stage. During this phase, all queries related to application deficiencies are raised collectively. Ambiguous queries are actively monitored and resolved, ensuring clarity and precision. The **Chasing Cell** oversees the pendency and quality of these queries on a weekly basis, promoting timely resolution and reducing delays. This structured approach has significantly improved transparency and efficiency in the approval process.

18. To further support investors, Telangana has introduced administrative measures such as the **Industry Chasing Cell**, which is a one-stop solution for all investment approvals and monitors departmental clearances and tracks applications end-to-end; and the **Investor Facilitation Cell**, which addresses grievances and provides application support. In addition, the state has created a 25,000-acre *Land Bank* around Hyderabad, ensuring adequate land availability for investors.

19. Highlighting regulatory reforms, she discussed the **Telangana Building Plan Approvals and Self-Certification System (TG-bPASS)** implemented in 2020 to digitize the building permission process. She revealed plans for TG-bPASS 2.0, set to launch in February 2025, which will feature advanced technologies like faster drawing scrutiny, 3D visualization through Augmented Reality (AR), and blockchain integration to enhance transparency and efficiency. Furthermore, the Labour Department has streamlined processes by exempting low-risk establishments such as startups, IT and ITES, and tourism promotion units from inspections and simplifying trade license approvals.

20. Turning to achievements, she highlighted TG-iPASS's role in **transforming Telangana's investment landscape**. Between 2014 and 2024, the state attracted investments worth INR 1.17 lakh crore, creating 6.84 lakh jobs. Notably, the project drop rate is under 4%, one of the lowest in the country, and Telangana consistently ranks among the *Top Achievers* in national EoDB rankings. Significantly, 25% of investments come from repeat investors, including HSIL, Welspun, P&G, and TATA Advanced Systems Ltd.

21. Looking ahead, Ms. Kumari outlined Telangana's ambitious goals, including achieving a GDP of INR 30 trillion by 2030. The state plans to **foster skill development** through initiatives like the Skill University, Advanced Training Centres (ATCs), and the Telangana Overseas Manpower Company, which collectively aim to train 50 lakh youth. Additionally, the state would **pursue decentralized development** by focusing on growth sectors such as electronics, food processing, apparel, medical tourism, and life sciences. **Infrastructure development** remains a priority, with plans for a network of dry ports and expanded land banks in semi-urban and rural areas. Efforts to **minimize regulatory compliances** and **promote MSMEs**, particularly through federations of women's self-help groups (SHGs), will also continue to play a central role in Telangana's strategy for sustained economic growth.

State Presentation 3:

22. The **last presentation of the session was delivered by Ms. Sujata Saunik, Chief Secretary, Maharashtra, on 'Economic Reforms for Attracting Investments in Maharashtra'**. She began by emphasizing Maharashtra's pivotal role in India's economic growth, contributing 13% of the nation's GDP and being the largest contributor to its industrial output. With a GDP of US\$510 billion, Maharashtra ranks as the 30th largest economy globally. The state also holds a significant 15.4% share in India's exports and accounts for 31% of the country's FDI inflows. The state's vision is ambitious, aiming to become a US\$1 trillion economy by 2028 and to play a central role in achieving India's US\$30 trillion economy target by 2047. Building on this vision, Ms. Saunik highlighted **Maharashtra's investment strategy**, anchored in its Industrial Policy and Sectoral Policies, which offer a balanced mix of fiscal and non-fiscal incentives. The focus areas include promoting MSMEs particularly in sectors like textiles, steel, agro-processing, and automobiles, while ensuring inclusive and sustainable regional growth. She also highlighted the institutional support provided by entities such as MIDC, MITL, and MAITRI. She further elaborated on the variety of **incentives Maharashtra offers to investors**, including land and capital subsidies, electricity duty and power tariff subsidies, and SGST reimbursements. The state also prioritizes innovation, R&D, and startups, with a particular focus on fostering market access, finance, and technology for women-led initiatives. These measures have led to the creation of 51 lakh MSMEs, with 19% being women-led, and generated 2.26 crore jobs, underscoring the state's commitment to economic inclusivity.

23. Shifting focus to regional investments, she highlighted the **state's efforts in empowering areas like Nagpur**. The city has attracted investments worth INR 80,000 crore, generating over 65,000 jobs in sectors such as solar energy, agro-industries, and lithium battery production. To further boost its economic profile, Nagpur is set to benefit from a planned National Logistic Hub and Manufacturing Hub, alongside incentives like capital subsidies and power tariff benefits, enhancing its attractiveness to investors.

24. Central to Maharashtra's investment facilitation is the **Maharashtra Industry, Trade, and Investment Facilitation System (MAITRI)**, an online single-window system that streamlines approval processes across 119 services from 15 departments. This system ensures timely

approvals, with automatic NOC issuance if deadlines are missed. Since its inception, MAITRI has facilitated investments worth INR 80,000 crore and issued nearly 2.87 lakh permissions, solidifying its role as a vital tool in enhancing the state's business climate.

25. She shed light on **initiatives targeting women entrepreneurship, SC/ST entrepreneurship, and startups**. Policies like reduced stamp duty for women, effective from April 2024, aim to empower women financially through property ownership. Specific provisions for Integrated Industrial Parks and IT Parks, developed through Public-Private Partnerships, further strengthen the state's investment ecosystem. Additionally, the establishment of Incubation Centres, Skill Centres, and Centres of Excellence for R&D fosters collaboration between the government, industry, and academia, driving innovation and creating a dynamic business environment.

26. In conclusion, Ms. Saunik presented Maharashtra as a highly attractive investment destination, blending industrial growth with regional development and social empowerment. Through its progressive policies and reforms, the state not only attracts investments but also ensures that these contribute to equitable and sustainable economic growth.

Open House Discussion:

27. **Shri Anurag Jain, Chief Secretary of Madhya Pradesh** noted that several proposed measures for systematic deregulation are readily actionable. However, he highlighted potential challenges in urban contexts, particularly the purposing of parking spaces for industrial use, which could exacerbate issues related to land acquisition and road congestion at a later date. In response, the Chief Economic Adviser emphasized the importance of employing data-driven trade-offs to optimize traffic flow and adopting location-specific solutions to address such complexities effectively.

28. **Dr. Vivek Joshi, Chief Secretary of Haryana**, made the next intervention, acknowledging the innovative ideas presented during the session. He emphasized the need to conduct a comprehensive study by the Department of Economic Affairs (DEA) and NITI Aayog to identify state-specific areas for improvement in EoDB just like how the Ministry of Home Affairs has given focus points for the implementation of the three new laws. He highlighted the importance of collaborative support from the Central Government, advocating for targeted handholding to enhance efficiency and elevate the quality of outcomes at the state level.

29. **Ms. Shalini Rajneesh, Chief Secretary of Karnataka**, proposed the inclusion of special provisions in banking to facilitate individual women in accessing loans. She highlighted how such measures could play a pivotal role in supporting EoDB initiatives, particularly by empowering women entrepreneurs and fostering inclusive economic growth.

30. **Prof. Ramesh Chand, Member, NITI Aayog**, emphasized that to achieve the goal of a US\$30 trillion economy by 2047, all states are setting ambitious targets. However, he pointed out that these targets often overlook the critical investment requirements to reach them. He highlighted the importance of parameters such as the incremental capital-output ratio and stressed the need

for greater awareness about aligning investments with the broader strategy for a developed India. Additionally, he raised a concern about the low employment intensity in India's manufacturing sector compared to other countries. He called for a careful assessment to ensure that capital subsidies in manufacturing are not displacing labour, which could hinder job creation.

Remarks by the Prime Minister

31. The session concluded with remarks by the Hon'ble Prime Minister:

- i. The Prime Minister recommended that mock drills of investment proposals be undertaken to know how much time is taken in different States. He gave the example of Gujarat where in order to make IAS officers discover process complexity, he asked them to map the step-by-step process for widows to get benefits. He recommended that AI should be used to understand roadblocks in the process.
- ii. He observed that while competition among states to organise Investment Summits and attract national and international investments was good, but it wasn't enough to attract investments. An investor typically takes a lot of risks and analyses everything in detail. States usually design macro-level policies, whereas the investor looks for micro-level details. Hence, there is a need for states to delve into these details. For attracting industry-related investments, it is also important to improve the quality of social life in targeted Tier 2/3 cities. Hence, there is a need for states to improve social infrastructure in Tier 2/3 cities.
- iii. Global political turbulence has led to investment looking for safe places. Hence, he noted that many global investors are looking at India. However, the fear of the unknown persists, for which states need to change the regulatory and policy environment.
- iv. He recommended that states must organise Investment Summits in Tier 2/3 cities so that the citizens of those cities are inspired to participate in the transformation.
- v. A dedicated Cell could be created in the Cabinet Secretariat to help states strengthen their capabilities to cultivate an investor-friendly ecosystem. This would help them reform and simplify regulations and procedures. He suggested that help from NITI Aayog's resources could also be provided to this cell.
- vi. He drew attention to the potential of attracting textile manufacturing to India and asked States to make efforts in that direction. Giving the example of the kite value chain mapping that was done in Gujarat during the International Kite Festival that positively impacted and increased kite exports. Likewise, he suggested that detailed mapping of the textile value chain must be undertaken by States in a similar way. He advised States to focus on availability of raw materials and manpower. He gave the example of the efforts made to attract Maruti to set up their next factory in Gujarat by sharing with them the benefits of reduction in expenses of transporting cars to the port in Gujarat, and how Maruti's Gujarat factory was now exporting globally.

vii. He concluded by saying that a whole of government approach is required for bringing about change and the success of the CS Conference lies in the sharing of best practices among states.

Sub-theme 2: MSME & Informal Employment- Rural Non-Farm

1. Discussion on the sub-theme was initiated by **Shri Shailesh Kumar Singh, Secretary, Ministry of Rural Development (MoRD), Government of India**. The session featured three ground-level stories highlighting the role of rural non-farm employment as a key pillar of economic growth and inclusive development, followed by an open house discussion.
2. He highlighted the key achievements in the rural areas over the past 10 years aimed at promoting entrepreneurship, skilling, and women's participation. He emphasized the vast potential of rural non-farm and allied activities in harnessing the demographic dividend. Additionally, he underscored the critical role of rural enterprises in achieving sustainable development goals. He elaborated on the impact of the following key themes:
 - a. **Deendayal Antyodaya Yojana - National Rural Livelihood Mission (DAY-NRLM)** has mobilized more than 10 crore women into over 90.8 lakh Self-Help Groups (SHGs), facilitating ₹9.6 lakh crore in bank linkages and supporting over 1.1 crore Lakhpati Didis, contributing to enhanced household incomes. More than 41.6 lakh rural youth have been trained under the Rural Self Employment Training Institutes (RSETI) and over 16.6 lakh candidates under the Deen Dayal Upadhyaya – Grameen Kaushalya Yojana (DDU-GKY). Namo Drone Didi scheme aims to empower women-led SHGs by equipping them with drone technology to provide agricultural services.
 - b. Under **Pradhan Mantri Awas Yojana – Grameen**, over 3.4 crore rural houses have been constructed and 2.8 lakh masons trained.
 - c. Rural connectivity has been ensured through the construction of 3.87 lakh km of rural roads under the **Pradhan Mantri Gram Sadak Yojana (PMGSY)**, improving market access for rural enterprises.
 - d. Under **Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA)**, over 2,930 crore person-days of employment have been generated and 7.68 crore durable assets created. More than 68,000 Amrit Sarovars for water conservation and livelihood enhancement have been constructed and rejuvenated. The next phase is being launched.
3. He highlighted the current trends and opportunities in the rural non-farm sector aligning to skilling, employment and entrepreneurship. Rural non-farm employment accounts for 40% of jobs in rural India and 51% of MSMEs are located in rural areas, accounting for 3.2 crore enterprises. India has achieved significant milestones: around 32% of the world's STEM graduates are from India, and 2.6 crore traditional artisans and craftsmen have been enrolled under the PM Vishwakarma Scheme and will be receiving end-to-end holistic support in scaling up of their conventional products and services. As per the Periodic Labour Force Survey, rural Female Labour Force Participation Rate (FLFPR) has increased

significantly by 23 percentage points between 2017-18 and 2023-24 (24.6% in 2017-18 and 47.6% in 2023-24) indicating a **rising contribution of women to rural production**. With 65% of the population under 35 years of age, India possesses a strong demographic advantage. There has also been a 10% increase in the hiring intent for blue-collar job roles in 2024. Additionally, India recorded the fastest decline in multidimensional poverty, with nearly 25 crore people moving out of poverty, bringing the poverty rate down from 29% in 2013-14 to 11% in 2022-23.

4. While discussing the **opportunities**, he highlighted that India's median age is 29 years in 2024 and is expected to increase only marginally to 31 years by 2030. He further emphasized that over 3.5 crore Indians living abroad are sending foreign remittances amounting to approximately US\$120 billion annually. On the domestic front, financial inclusion has been firmly established through the opening of 52.81 crore Jan-Dhan accounts under the PM Jan Dhan Yojana, with a total deposit balance of INR 2.3 lakh crores. He also highlighted the emerging opportunities in the care economy, noting that Asia and Europe, home to some of the world's oldest populations, present significant potential for engaging Indian youth in this sector. Additionally, he underscored the rapid adoption of digital technologies in India. UPI transaction volumes have grown exponentially from 2,071 crore in FY 2017-18 to 18,592 crore in FY 2023-24, reflecting a CAGR of 44%.
5. Despite the significant efforts made in the rural non-farm sector, certain **major challenges** that need to be addressed are as follows:
 - a. **Skilling programmes and education system alignment with market demand and megatrends:** The non-alignment of skilling programmes with industry needs results in unemployment of rural workforce. There is limited focus on modern-age emerging sectors in the vocational training courses. Additionally, lack of integration of technology and digital platforms in training ecosystem is limiting the pace of growth in rural areas.
 - b. **Need for robust rural entrepreneurial system:** There is gap in providing support structures, such as finance, mentorship, technology adoption and market linkages for entrepreneurs. Also, the transition of micro enterprises to small and medium enterprises remains stagnant. Limited opportunities for women entrepreneurs and marginalized groups are resulting in inhibiting their access to skill-based knowledge, livelihood opportunities, and social protection.
 - c. **Challenges for MSMEs and micro-entrepreneurs:** MSMEs face multiple challenges, including the lack of formal recognition, insufficient and expensive infrastructure, business sustainability issues and supply chain inefficiencies.
 - d. **Enhancing integration of the rural workforce with global opportunities:** Existing skilling programmes often fail to align with global job standards, limiting the ability of the rural workforce to compete in international markets. Additionally, returning migrants face significant challenges due to the non- recognition of skills and experience gained abroad.
 - e. **Changing nature of jobs:** The limited penetration of gig opportunities into rural

regions and lack of social security benefit poses a significant challenge for the long-term involvement of the rural workforce in the gig economy. Additionally, women often face barriers such as limited access to social protection, unequal access to technology and training opportunities, and reduced bargaining power on gig platforms.

- f. **Adoption of disruptive technologies:** The advanced technologies (AI/ML, IoT) require specialized skills and exposure that the current rural workforce is yet to be trained in. This mismatch along with limited digital literacy and lack of exposure to modern technology hinder rural workforce from participating in new-age sectors.
 - g. **Leveraging different models of Public-Private Partnerships:** There is limited Public-Private Partnerships (PPP) in rural areas for programme implementation in sectors such as dairy, fisheries, hospitality, etc. There are a lot of requirements of PPP in skilling which are currently unaddressed. Also, inadequate monitoring and evaluation mechanisms make it difficult to track progress, address bottlenecks, and ensure accountability of PPP initiatives.
 - h. **Female Labour Force Participation:** Traditional social norms, safety concerns, and agricultural mechanization have reduced women's involvement in formal employment. Additionally, challenges in accessing collateral-free loans, markets, and balancing domestic responsibilities hinder their entrepreneurial ambitions.
 - i. **Integration of Technology for All:** The digital divide remains a major barrier to rural development, with low digital literacy and limited access to devices hindering participation in the digital economy. Additionally, traditional sectors like agriculture and rural manufacturing have been slow to adopt digital technologies.
6. He discussed the **global best practices** in promoting entrepreneurship, skilling and employment. These included the following:
- a. **Japan's One Village One Product** initiative promoted unique local products to boost sales revenue and economic growth. This approach led to the development of 766 different types of local products and services.
 - b. World Bank's **entrepreneurship programmes in Egypt and Ethiopia** focus on job creation by providing tailored financial products, including debt financing and risk capital for MSMEs. Job creation is emphasized as a key outcome indicator under the programmes.
 - c. Under the **Skills Future programme**, Singapore offers skills credits/vouchers to encourage individual ownership of skill development and lifelong learning. Individuals aged 25 years and above are provided S\$500 in skills credits, and those between 40-60 years are also eligible for the same amount to enhance their skills and remain competitive in the workforce. Future ready skilling is provided in the areas related to digital services, finance, cyber-security, advanced manufacturing, etc.
7. He also showcased the **Indian best practices** by highlighting the following:
- a. **Himachal Pradesh:** They have launched 102 HIM IRA shops operated by women

SHG members. These shops provide a platform for local artisans to market their products, thereby enhancing their incomes and creating employment opportunities.

- b. **Maharashtra:** To broaden market access and support women producers, the government launched Umed Mart, a cutting-edge e-commerce platform. The platform offers advanced features like pay-per-click (PPC) advertisements, omnichannel marketing, multi-vendor systems, modern supply chains interventions, and digital tools, enabling SHGs and rural women to reach both national and international markets, unlocking greater opportunities.
- c. **Uttar Pradesh:** "One Gram Panchayat - One BC Sakhi" initiative was launched by the Uttar Pradesh government in the year 2020. A total of 50,192 identified candidates are trained under Banking Correspondent (BC) Sakhi training programme through RSETI and have passed the IIBF certification course. Around 39,000 BC Sakhis are deployed in different Panchayats in the State.

8. He concluded the context setting session by emphasizing the **issues to address in the rural non-farm sector:**

- a. Strengthening skilling and vocational education programmes
- b. Promoting rural entrepreneurship
- c. Increasing women and marginalized groups' participation in non-farm employment
- d. Global workforce integration
- e. Improving digital infrastructure
- f. Cross-sectoral collaboration for rural development

State Presentation 1:

9. **Smt. Masanda Magdalin Pertin, District Commissioner, Kokrajhar, Assam** shared best practices from Assam.

- a. The six non-farm sectors prevalent in Assam are trade and retail, handicraft and traditional art, services, agro processing, hospitality and food services, and transportation.
- b. The current trends included 42% of rural households relying on non-farm activities and Rural Women's Worker Population Ratio being 40% in 2023-24. Along with that, 12 lakh MSMEs (70%) are present in rural areas. Livestock's GSDP contribution is nearly 3% in 2023-24.
- c. 38,478 members out of ~8.8 lakh total Lakhpatri Didis are engaged in services sector for livelihoods. Major sectors under Assam State Rural Livelihoods Mission are:
 - i. **Tourism and Hospitality** with 20+ homestays in 13 districts with INR 71 lakh earned as cumulative income.
 - ii. **Retail and E-Commerce** have 16 Asomi Rural Marts with 2,000+ products online and 1,500+ livelihoods supported.
 - iii. **IT and Financial Services** hold 400+ Customer Service Points and 2,500+

Digi Pay Sakhis providing financial services.

- d. She also emphasized the major schemes in Assam such as:
- i. **Assam State Rural Livelihoods Mission (ASRLM)** with ~40 lakh rural women mobilized into ~4 lakh SHGs and ~8.8 lakh Lakhpati Didis.
 - ii. **Prime Minister's Employment Generation Programme (PMEGP)** in which over 13,324 Projects sanctioned out of which INR 216 crore margin money disbursed for 10,692 Projects.
 - iii. **PM Formalization of Micro Food Processing Enterprises (PMFME)** which supported 10,000 SHG members through seed capital of INR 25 crore. Along with that, there has been higher order enterprise setup via Bank linkages for 500+ units.
 - iv. **Mukhyamantri Mahila Udyamita Abhiyaan (MMUA)** providing financial assistance to 30 lakh women entrepreneurs and plans to provide Bank linkage to the above entrepreneurs.
 - v. **Chief Minister's Atmanirbhar Asom Abhijan (CMAAA)** providing self-employment opportunities for youth and over 25,000 supported with
 - vi. INR 510 crores financial assistance.
 - vii. **Swahid Dayal Das Panika Swaniyojan Achoni**, a self-employment scheme for tea tribe youth aimed at providing support to unemployed youth and provided financial assistance for 23,105 youth in the last two years.
- e. She highlighted the following best practices in the state:
- i. **Livelihood Tracking System** which has been established as a monitoring tool. Few parameters measured are comprehensive survey for income reporting of 36 lakh SHG, 8.8 lakh Lakhpati Didis identification and yearly income of INR 1,438 crore in FY 2023-24, increase in average annual income INR 38,000 in FY 2017-18 to INR 70,000 in FY 2023-24.
 - ii. **Water Hyacinth Craft Project** which focuses on transforming invasive weeds which are an abundant raw material into crafts, conserving water bodies and rejuvenating ecosystems. It has been implemented across 6 blocks, benefiting 625 artisans who earned over INR 1 crore from craft sales.
 - iii. **Solar Dryer Project** being utilized by SHG Members which led to an average income increase by 10%.
 - iv. **Retail Marts** where 16 rural retail marts were established in the state with a dedicated portal "Asomi Cart" for selling products online. 1,500+ entrepreneurs have been supported and 23 Fulfilment Centres established across the state.
- f. She also emphasized the following **steps for further enhancing the non-farm ecosystem across Assam**:
- i. Setting up State-Level and District-Level Marketing Federations in the remaining 28 districts (currently operational in 7 districts).
 - ii. Establishing 10 Rural Business Incubation Centres in Assam.

- iii. Promoting 1 lakh non-farm enterprises in three years.
- iv. Promoting 30 lakh Rural Women Entrepreneurs as “Lakhpati Baideos (Didis)” under Mukhyamantri Mahila Udyamita Abhiyaan (MMUA).

State Presentation 2:

10. **Smt. Radhika Jha, Secretary, Rural Development, Uttarakhand** highlighted the following best practices from Uttarakhand:

- a. There is **significant potential of the non-farm sector in rural areas**, with focus on tourism, Ayush and wellness, and MSME. It was noted that 65% of the rural population is self-employed in Uttarakhand, indicating a vast base for enterprise development. She further mentioned that the secondary sector currently contributes 47% to the GSDP. Additionally, rural female workforce participation stood at an encouraging 51%, providing an opportunity to empower women through targeted initiatives.
- b. She identified the **challenges faced in developing the rural non-farm sector**. It was noted that the absence of a unified policy approach has hindered progress. A structured workforce database is unavailable, making it difficult to design targeted solutions. Furthermore, skilled workforce shortages and out-migration were discussed as pressing concerns. She emphasized the need for product standardization and a unified brand identity.
- c. She presented the following **best practices** being adopted to support the rural enterprises:
 - i. **The Gramotthan initiative** was discussed as a major intervention aimed at developing niche non-farm value chains and creating rural enterprises.
 - ii. Under the **Mukhyamantri Udyamshala Yojana**, rural youth are provided incubation and end-to-end business support, including doorstep delivery in remote areas.
 - iii. **Growth Centres** have been established to offer infrastructure support for rural enterprises, ensuring aggregation, processing, and packaging services for SHGs.
 - iv. **House of Himalayas** was introduced as the state’s umbrella brand to enhance the income of rural entrepreneurs, especially women.
- d. She shared the outcomes achieved through ongoing initiatives. Under *Gramotthan*, approximately 6 lakh households have been supported, and more than INR 1,350 crore credit has been facilitated to promote entrepreneurship. More than 600 cluster-based enterprises were developed to diversify livelihoods.
- e. The speaker also elaborated on the success of the *Mukhyamantri Udyamshala Yojana*, which aims to promote rural entrepreneurship across all districts through a hub-

and-spoke model. She further highlighted four major focus sectors: Ayush and Wellness, Food Processing, Handloom and Handicraft, and Homestays, where significant economic opportunities exist for rural communities. India's first rural entrepreneurship summit, *Gullak*, was organized to support this initiative. It was noted that over 1,300 rural businesses have been formalized, creating direct and indirect employment opportunities. She also mentioned the scheme has a Social Return On Investment (SROI) of 3.99.

- f. She highlighted the 112 growth centres established which support 38,000 households with a total investment of INR 35 crore. A detailed success story of Iron Products Growth Centre from Champawat District was shared.
- g. She also highlighted the significant progress made in the homestay sector. More than 5,500 homestays have been established across the state, with 550 supported under RD schemes. It was shared that average income of homestay owners have increased by 25%, with a corresponding 30% rise in tariffs. A success story was presented, featuring Gulab Homestay in Chakrata, where room occupancy days increased from 40 to more than 120 annually, resulting in an annual income of ₹4-5 lakhs. This success was attributed to the training on hospitality management and digital listing on platforms like MakeMyTrip and Booking.com.
- h. She provided insights into the establishment of *House of Himalayas* as the state's unified brand for promoting Himalayan products globally. The initiative includes partnerships with organisations like Lulu Group, Tea Board, and Spice Board to expand market reach. Digital platforms such as Amazon, ONDC, and Blinkit are being utilized for e-commerce sales.
- i. In conclusion, she outlined the future roadmap for rural development in Uttarakhand. The focus would be on enhancing Growth Centres to achieve INR 50 crore in revenue by 2029, with a "One Centre – One Private Partner Policy" approach. Under the Udyamshala Yojana, 15,000 new rural enterprises will be formalized by 2027, with a focus on empowering more than 2.5 lakh Lakhpati Didis. A target of 40% income augmentation for rural enterprises was also set. For the House of Himalayas, the aim is to achieve INR 100 crore in sales by 2029 while integrating 50,000 SHGs into the global value chain and creating a presence in five international regions.

11. Thereafter, a **short film presenting the status, efforts, and some of the best practices in the rural non-farm sector across states** was shown. It highlighted the achievements of the past 10 years and listed the aspirations of rural India. The film also highlighted success stories from Balini in Madhya Pradesh and Jhalkari Bai in Jhansi, Uttar Pradesh, the Cluster Level Federation model from Tripura, Majuli, BC Sakhi from Assam, and Master Trainer Kranti Didi (Lakhpati Didi) from Uttar Pradesh, among others.

State Presentation 3:

12. Smt. Sreevidya P I, Mission Director, Karnataka State Rural Livelihood Mission, highlighted the best practices from Karnataka which are as follows:

- a. The presentation began by highlighting opportunities in the non-farm sectors and the presence of over 35 lakhs MSMEs in the state of Karnataka. The priority areas such as Services, Manufacturing, Green Livelihoods, and the Care Economy, which are expected to experience significant growth in the near future were identified. It also addressed key challenges faced by Karnataka in unlocking the full potential of non-farm sectors, including cultural and social constraints for women, regional disparities, skill mismatches, and low productivity. To overcome these challenges, the promotion of women-led development and industry-aligned skilling were emphasized as the strategic focus areas.
- b. The achievements in the rural skilling sector under DDU-GKY, RSETI and industry-aligned initiatives under Kalike Jothege Kaushalya (Skilling with learning), the Karnataka Skill Connect Portal, and the Dual System of Training through ITIs, Future Skills and Government Tool Room and Training Centres schemes/ programmes were highlighted.
- c. She shared the initiatives to boost women's labour force participation in the state, particularly under MGNREGA. Key efforts included 466 SHG Work Sheds, 3,839 Koosina Mane (child homes/crèches) – Child Care Centres, and favourable laws promoting institutionalization of childcare facilities as enablers. These initiatives aimed to increase person-days for women while supporting early childhood nutrition and stimulation.
- d. The best practices in Solid Waste Management and Nal Jal Mitra, which challenged traditional gender norms, were shared. The significant role of women and SHGs in delivering solid-liquid waste management, plumbing, and electrical services was highlighted. 15,000 jobs were created under solid liquid waste management and 12,000 SHG women were part of Nal Jal Mitra.
- e. The Swavalambane Incubation Programme, implemented in collaboration with IIM Bangalore was emphasized. The initiative offers an 18-month mentoring programme to 150 selected SHG women entrepreneurs, leading to the creation of 144 branded products and 149 formal enterprises.
- f. The success of the cluster approach, particularly in the Jute Cluster and Channapatna Wooden Toy Cluster was showcased. This approach has resulted in the establishment of 27 MSME clusters and the creation of 20,000 employment opportunities.
- g. The case study of DAMAMI, a community stay operated by 15 Siddi tribal SHG women was shared.

- h. The marketing initiatives aimed at providing dedicated spaces for women SHGs while celebrating Karnataka's unique heritage were highlighted. As part of this effort, two outlets were opened at Bengaluru Airport, along with Bengaluru Santhe – a marketplace to promote SHG products and the launch of 50 Akka Cafes and outlets.
- i. She outlined three key focus areas for progress: increasing female labour force participation, developing the local startup ecosystem, and building resilience to climate vulnerabilities. To support these priorities, several key initiatives were shared, including care economy models, rural skilling centres for women, marketing federations, and data-driven, evidence-based planning and decision-making.

Open House Discussion:

13. Smt. Sarada Muraleedharan, Chief Secretary of Kerala, moderated the open house discussion.

- a. **Shri N. Muruganandam, Chief Secretary, Tamil Nadu** appreciated the efforts made in the rural non-farm sector and highlighted that RSETIs need to update the curriculum as per the latest industry trends.
- b. **Dr. Shalini Rajneesh, Chief Secretary, Karnataka**, emphasized that the skilling for non-farm sector should be linked to vocational education while in schools so that the students may identify career pathways and there is organic growth of the sector by inspiring young talent. For this convergence is required.
- c. **Shri Vineet Joshi, Chief Secretary, Manipur** stressed that the digital divide is in usage and not in the availability of infrastructure. But the issues of standardization of rural non-farm products, managing supply to meet the demand and branding were major challenges that need to be addressed. Rural entrepreneurs need support for market linkages and design development. He mentioned that ecommerce was used under the Stitching Hopes Project in Manipur for people living in relief camps.
- d. **Shri Atal Dulloo, Chief Secretary, Jammu & Kashmir**, explained how the UT uses Geographical Indication (GI) tagging (7 GI tagged products) and has developed specialized institutions for preserving the traditional skills and crafts of the UT. He also mentioned that UNESCO declared Srinagar as Creative City in Crafts and Folk Arts in November 2021. He elaborated the use of QR codes to provide details of the products to ensure authenticity of rural non-farm products. Efforts made by the UT Government have led to doubling of exports.
- e. **Shri K. Srinivas, Secretary, MoHUA**, raised the issue about allocating public places for setting up physical markets in urban areas. To this, Secretary, MoRD, responded that it was extremely important and at the same time it was required to create a stable and reliable supply chain.

- f. **Shri Atul Kumar Tiwari, Secretary, MSDE**, highlighted the need for a multisectoral approach. He said that only the skilling programmes of MoRD are not sufficient and there was a need to leverage the whole skilling ecosystem through convergence in order to increase the rural incomes.
- g. **Shri Sudhansh Pant, Chief Secretary, Rajasthan**, explained how the “Mahila Nidhi” scheme has assisted women SHG members to avail loans at a subsidized rate, and that there has been 99% repayment of loans. He also described how the Apna App developed by the state helps women entrepreneurs with e-commerce activities, skilling and marketing, thereby easing out the digital divide. He also mentioned about the Raj Sakhi App which provides 14 different services to women entrepreneurs in the rural areas.
- h. **Smt. A. Santhi Kumari, Chief Secretary, Telangana**, enquired from Uttarakhand regarding the systems and safeguards required while setting up homestays. To which, Smt. Radhika Jha, Secretary, RD, Uttarakhand responded that the State Tourism Department gives capital subsidy and interest subvention. Incubators undertake quality checks and a team from PwC checks whether the homestays meet international standards. She also stated that there is capacity building with Standard Operating Procedures (SOPs) in setting up and running of homestays.
- i. **Shri Manoj Ahuja, Chief Secretary, Odisha**, highlighted that there is a demand for SHG products and services within the state. For example, stitching of school uniforms through the SHG network and that states need to optimally tap into demand. He also advocated the use of Open Network for Digital Commerce (ONDC) platform by the states as it is very useful and fungible to ensure standardisation.
- j. **Shri Anurag Jain, Chief Secretary, Madhya Pradesh**, mentioned that as compared to established e-commerce platforms like Amazon, ONDC charges much lower commission from sellers and should be leveraged for marketing by all states.
- k. **Shri Amrit Lal Meena, Chief Secretary, Bihar**, suggested enhancement of loan amount to SHGs and Cluster Level Federations. SHG members with proven repayment record of more than three years may be issued Didi credit card like Kisan credit cards, for credit limit of at least INR 50,000. Credit limit for SHGs may be enhanced from current level of INR 3 lakhs (fixed in 2017) to 7 lakhs at 7% interest rate (existing interest rate). Cluster Level Federation (CLF) may be provided with INR 25 Lakh seed fund to support in setting up micro enterprises by SHG members.

Summing Up:

14. **Smt. Sarada Muraleedharan, Chief Secretary, Kerala**, summed up the presentations and discussions. For a targeted approach for employment generation, skilling and entrepreneurship in rural non-farm sector she shared the following action points:

S.N.	Recommendation	Action Items	Targets	Timeline
1	Strengthening Skilling and Vocational Education Programs	Focus on Emerging Sectors	i. Repurposing Sector Skill Councils (SSCs)	Dec-25
			ii. Minimum 25 courses in the emerging sectors	Mar-25
			iii. Minimum 100 courses in the emerging sectors	Mar-26
		Incorporating Advanced Technologies	i. Policy to facilitate private players to establish training centres to cater to rural ecosystem	Mar-25
2	Promoting Rural Entrepreneurship	Rural Entrepreneurial Hubs	i. Establishing 100 Rural Entrepreneurial Hubs	Dec-25
			ii. Strengthening ODOP - To deepen the reach of ODOP programme in the districts, identification and promotion of 700 unique products of villages/ cluster of villages	Dec-25
			iii. Pilot launch of Centre of Excellence for providing end-to- end technical know-how for processing of product till marketing	Dec-25
		Rural Entrepreneurship-Specific Skilling Courses	i. Evaluation of existing courses and development/upgradation of courses	Mar-25
3	Increasing Women's & Marginalized groups'	Incentives for Women and Marginalized Groups	i. Design a credit guarantee scheme for women and marginalized groups to promote non-farm opportunities	Dec-25

	Participation in Non-Farm Employment	SHGs as a Vehicle for Empowerment	i. To establish 5 State-level SHG Marketing Federations	Dec-25
4	Global Workforce Integration	Pre-Departure Facilitation / Orientation	i. Ministry of External Affairs (MEA) to dynamically map the geographies where potential of employment exists – Pilot	Dec-25
			ii. Map job roles for which skilling to be conducted for external placements – Pilot	Dec-25
			iii. Recognition of Prior Learning (RPL) certification to be simplified	Mar-25
5	Improving Digital Infrastructure	Rural Data Stack for Digital Infrastructure	i. Rural digital infrastructure based on National Population Register (NPR) for appropriate allocation of resources	Mar-26
6	Cross-Sectoral Collaboration for Rural Development	Convergent Planning at the National-Level	i. A cell to be created in Department of Rural Development (DoRD) (equivalent level in States) to facilitate convergence between different Ministries	Mar-25

Sub-Theme 3: Opportunities in Green Economy-Renewable Energy

Context Setting:

1. **Shri Prashant Kumar Singh, Secretary, MNRE** set the context of the session by stating the following:
 - a. The Ministry aims to create 1 crore jobs in the Renewable Energy (RE) sector by 2047, supported by ₹30 lakh crore investments (2024-2030), including ₹11.5L Cr for Solar, ₹4.2L Cr for Wind, and ₹5.7L Cr for Hydro & Battery Storage.
 - b. Global RE jobs rose to 1.6 crore in 2023, with India contributing 10 lakh jobs, projected to grow to 38 lakhs by 2030. Employment spans from low-tech to high-tech roles, with Distributed RE generating ~25 jobs/MW, far surpassing Coal (1.55 jobs/MW) and utility solar (1.5-3.5 Jobs/MW). Further, efforts are underway to skill the workforce to meet the evolving needs of the industry.
 - c. Projected employment distribution by 2030 (38 lakh jobs): Rooftop Solar (26%), PM KUSUM (23%), Utility Solar (20%), Green Hydrogen (16%), and other sectors (15%).
 - d. The GOBARDhan initiative has set a target of establishing 1000 CBG plants by 2030, which is expected to generate 56,000 jobs across various areas.
 - e. Residential training programs have proven to be more effective in enhancing skills and knowledge retention. Comprehensive skilling programs are under implementation such as SuryaMitra, VarunMitra, VayuMitra, and Jal UrjaMitra, supported by partnerships with DGT, NIESBUD, SCGJ, NPTI, and IITs
 - f. High global demand for skilled RE manpower to OECD countries, with tie-up with Australia in advanced stage.
 - g. Under the Solar Sahelis programme, rural women are trained to adopt solar power by selling and educating people about solar products.
 - h. Focus on long duration training link with jobs and startup ecosystem. The Skill Development Institute of Tata Power has successfully trained over 3 lakh individuals. Large industries have been assigned specific focus states to conduct training programs. Additionally, industries have been encouraged to incorporate Virtual Reality (VR)-based training methods to enhance learning outcomes.

State Presentation 1:

2. **Shri Alok Additional Chief Secretary, Department of Energy, Government of Rajasthan**, stated that:
 - a. With 325 sunny days, the potential of solar is about 600 GW, the highest among all states in India.
 - b. Rajasthan targets achieving 115 GW RE capacity by March 2030, with current status of 30.5 GW installed capacity, 39.2 GW under implementation, and additional 46 GW planned.
 - c. The state expects to generate 10.5 lakh jobs by 2030 across various sectors: Project Development (1.5 lakh), Installation (1.85 lakh), EPC (5.3 lakh), O&M (0.26 lakh), and Manufacturing (1.59 lakh).

- d. The state's solar park development has shown remarkable progress growing from 65 MW in 2014 to 3.7 GW already developed and 82 GW registered under the private model, of which 12 GW is under active implementation. Also, first Green Hydrogen plant is being established at Bikaner by ACME.
- e. Decentralized KUSUM scheme implementation shows significant progress with 1602 MW sanctioned under KUSUM-A (284 MW installed), 5587 MW under KUSUM-C (70 MW installed), and 815 MW under KUSUM-B (446 MW installed). The scheme has already created 18,500 jobs and is expected to generate 1.92 lakh jobs by 2030, particularly benefiting rural areas through agricultural load shifting to renewable power
- f. The state has implemented Hybrid Annuity Model (HAM) for decentralized solar generation, covering 7522 Agri Feeders, with 4097 MW solar capacity planned through 1657 substations, expected to generate 1 lakh jobs.
- g. For feeder segregation, worth of Rs. 2600 crore bids issued and under PM Suryaghar about 1.42 crore smart meter are under implementation
- h. On the skilling front, the state has trained 4000 Suryamitras and operates the successful "Solar Mama's" program at Barefoot College, Tilonia, supported by 414 technical institutions (108 Polytechnics and 306 ITIs).
- i. Rajasthan's Clean Energy Integrated Policy 2024 aims to promote RE and build a Green Energy ecosystem.

State Presentation 2:

3. Shri K R Jyothilal, Additional Chief Secretary, Department of Energy, Government of Kerala, stated that:

- a. Kerala has set targets to become a 100% renewable energy state by 2040 and achieve net-zero emissions by 2050, with plans to train 50,000+ technicians under the Urja Mitra Program by 2030. A first solar powered airport has been established at Cochin.
- b. Kerala has been exporting manpower to the world for carbonising, now it can become exporter for decarbonizing.
- c. The state projects creation of 90,000 jobs during 2023-2030 and 1.67 lakh jobs during 2030-2040, building on the 28,887 jobs already created through RE capacity addition during 2015-2024.
- d. Major initiatives include PM KUSUM (1 lakh pumps in 2 years), PM Surya Ghar (200 MW installed this year, 10 lakh households by 2027), Green Income Scheme (1 lakh families in 3 years), Floating Solar (500 MW by 2030), and Green Hydrogen Mission (500 KTPA in 5 years).
- e. The state has achieved a 12% growth in Electric Vehicles (EVs), highest in India.
- f. The state has better startup ecosystem and implements Startup Policy 2022 to support the sector's growth. We should motivate billionaires to invest 1% in the startup.
- g. Training programs Students (106 in RTS), Accredited installers (104), Training of Trainers (57), Solar Inspectors (30), Skill upgradation (2,300 electricians), B.Tech /Diploma (150)
- h. Women empowerment: Training 140 women via KASE; initiatives for women entrepreneurs.

- i. RE-Skilling ecosystem through multiple institutions: Additional Skill Acquisition Program, Kerala Academy for Skills Excellence, Agency for RE Research & Technology, Technical Universities, ITIs, Polytechnics.
- j. Under capacity building, training conducted for 4,000 however gap in training of 12,000 manpower. PMSG RTS installation vendor has significantly increased to 1021.
- k. Identified limitations: curriculum rigidity, financial constraints, market demand mismatch, youth migration, lack of entrepreneurship focus, on-the-job training gaps, infrastructure issues, short-term skill emphasis, weak industry collaboration, certification challenges.
- l. Plans for addressing limitations through global centre for skilling, VR-based training, flexible curriculum, and district skill parks. The state will launch its first Green Hydrogen-powered aircraft. The development of Hydrogen Valley clusters presents an excellent opportunity, while fundamental research remains crucial to advance the sector.

State Presentation 3:

4. Shri Anupam Shukla, Special Secretary (Energy) and Director, UPNEDA, Uttar Pradesh stated that:

- a. Uttar Pradesh (UP) has established three Renewable energy policies focusing on Solar energy, Bioenergy and Green Hydrogen.
- b. UP has established Asia's largest CBG Plant (42.6 TPD) at Barsana and developed Ayodhya Solar City (40 MW) as flagship projects.
- c. The state has secured investment proposals worth ₹1.41 lakh crore in 2023, with planned capacity additions in Solar (22,000 MW), Bioenergy (1044 MW), and Green Hydrogen (1 MMTPA/25,000 MW).
- d. The state has targets of installation of RTS for 25L Residential and 3.5L govt building under PMSG, installation of hydro kinetic turbines in canal area of 80,000 km.
- e. Under capacity building, training has been conducted for 22,000 manpower.
- f. Sector-wise employment projection by 2030 (~7 Lakh total): Bio Energy (1600 MW): 1,28,000 jobs, Solar Rooftop (7500 MW): 1,85,000 jobs, PM KUSUM (5000 MW): 1,22,000 jobs, Utility Scale Solar (17000 MW): 60,000 jobs, Jal Jeevan Mission (1500 MW): 37,000 jobs, Solar Manufacturing (31500 MW): 16,000 jobs, Green Hydrogen (25000 MW): 1,44,000 jobs
- g. Skill development initiatives from 2019-2024 have trained 22,010 people across 13 different courses, including 11,430 Solar Panel Installation Technicians and 4,086 Solar PV Installers. Future targets include training 30,000 Surya Mitra, 57,000 Surya Sakhi, online courses such as iGOT and developing 5,000 Solar Vendors as entrepreneurs.
- h. The state has documented notable success stories in entrepreneurship development, including the remarkable growth of Vortex Solar, which achieved 26-fold business expansion between 2018-2025, and the progression of trained Surya Mitras into successful entrepreneurs. The turnover of vendors has doubled due to PMSG RTS installations. However, out of 1,605 registered vendors under PMSG, 500 have completed fewer than 10 RTS installations.

- i. Key challenges identified: lack of credit availability for vendors at lower rate, working capital constraints, CBG/CNG price parity, need for NIESBUD training revamp, emphasize PMSG.
- j. A national portal is required to bridge the gap between skilling supply and demand.

Open House Session:

5. Discussions with the States/UTs were moderated by **Shri Amitabh Jain, Chief Secretary, Government of Chhattisgarh**. Interventions were made by 14 Central and State Government Officers. Key observations based on their questions and answers are as stated below:
- a. Although the sector offers a high number of jobs per megawatt, it requires a diverse range of skills.
 - b. A query regarding the integration of RE credit guarantees with MSME schemes was addressed, emphasizing that the sector is growing and requires tailored support. Further, Credit for vendors is available under World bank funded scheme.
 - c. Lot of stubble burning happening why not this be utilised for power generation. Cost of power generation from stubbles is very high.
 - d. Concerns about using fertile land for solar installations were addressed with Agri-voltaic PV as a potential solution, with studies underway to assess its feasibility and implementation.
 - e. The issue of Human Resources requiring long training modules and the need for publicity of available courses was discussed, and it was noted that MoUs are being signed with state training colleges to offer such specific courses.
 - f. The overlap between PM Surya Ghar Muft Bijli Yojana and existing state-level free electricity schemes was discussed as a potential challenge, as the direct benefits of rooftop solar are less apparent due to existing subsidies such as Rajasthan has 100 units of free electricity, Karnataka has 200 units. States can target residential who are not on free electricity such as Karnataka can target 30 lakhs consumers. Odisha with additional state subsidy of 20,000 per kW will be able to target 10L residential RTS installations. Credit to vendors can be provided. It was also deliberated that PMSG jobs may not disappear after 2027 as the manpower shall be needed in O&M of installed RTS. It was also suggested that Discoms can own the RTS that can lead to high savings. It was suggested to create a mechanism for sharing benefits between DISCOMs and state governments and a clear timeline for implementation was requested.
 - g. For CBG plants, a lot of support is provided from state. However, the sale of bio manure is a problem. States are requested to support the sale of LFOM/FOM to farmers.
 - h. In Green hydrogen hubs projects, the RE power transmission, traceability and bankability were highlighted as major issue.

Summary:

6. **Shri Amitabh Jain, Chief Secretary, Government of Chhattisgarh**, summarized the session by listing the following:

#	Action Items	Targets	Timeline
1.	Strengthening Ecosystem Increased industry participation in designing and facilitating training programs	Distribute Industry State-wise and align training centres to develop specific courses including On the Job Trainings with assured offtake	June, 2025
		Establish RE-Hub at NISE and 5 RE start up Incubators in collaboration with Industry	June,2025
		Develop 100 training Institutes as RE Institutes from amongst the pool of ITIs and other existing Institutes	50% by June 2025 and rest by December 2025
2.	Motivated and Qualified Trainers A robust cohort of well qualified and motivated trainers to deliver courses	Three National Institutes of MNRE, NPTI, SCGJ and RE Institutes to revise course content in collaboration with Industry	June, 2025
		Explore avenues for attractive remunerations and opportunities for Career development	June, 2025
		States to ensure that trainings are conducted as per demand and language compatibility	Continuing process
3.	Sustainability of training Improved placement rates for trainees & Decreased Attrition of trained personnel	State nodal agencies along with State Skill Mission (SSM) to host jobs fairs , identify and approach employers for placements	Half yearly basis
		States to create RE job portals to enable trained manpower to get information about job opportunities	Sept, 2025
		Industry to give commitments on number, location and type of jobs	June, 2025
		Hyper localized jobs planning by focusing on 100 RE concentrated districts to ensure local jobs	Sept, 2025

4.	Existing Resource Utilisation Certifying persons with transferable skills to Green Sectors	NSDC to identify skills transferable to the Green sectors, identify new areas and develop courses as per needs	June, 2025
		NSDC to have targeted awareness campaigns and develop abridged shorter courses for certification under Recognition of Prior Learning	Quarterly
5.	Entrepreneurship Development Policy and Ecosystem Push to develop opportunities for Entrepreneurs & Increased Participation of Women	States to create awareness and conduct trainings on opportunities for entrepreneurship in the sector	June, 2025
		Create enabling ecosystem for clean tech entrepreneurship on the lines of IDEX	Call for proposals on half yearly basis)
		Associations to host workshop to identify HR policies and other interventions to increase women's participation in RE	June, 2025
		State level Policies such as MSME policy, industrial policy, Start-up policies should have focused incentives for women entrepreneurs	Promotion of up to 20% women participation

From Gridlock to Growth: Oxford study on the impact of PRAGATI in India

1. In his presentation, **Professor Soumitra Dutta, Peter Moores Dean and Professor of Management, Saïd Business School University of Oxford, United Kingdom**, discussed India's economic and social development, focusing on the success of the **PRAGATI** (Pro-Active Governance and Timely Implementation) system involving Central and State Governments in infrastructure development. The world currently faces challenges like climate change, poverty, and inequality. These challenges necessitate heavy investment in both hard infrastructure (like roads and buildings) and soft infrastructure (like education and healthcare). However, infrastructure projects often face issues such as budget overruns and delays due to silos and a lack of collaboration.
2. In India, the Pragati system has addressed these challenges by enabling efficient

infrastructure development. Studies show that every rupee invested in infrastructure yields a return of 2.5 to 3.5 rupees in GDP. The Pragati system is crucial for India's development as it helps overcome the middle-income trap, a phenomenon where middle-income economies struggle to translate resources into productive outputs.

3. **Pragati's success stems from three key factors:**

- a. **Direct involvement of the Prime Minister:** His consistent focus and leadership ensure that projects remain a priority.
- b. **Digital infrastructure:** Platforms like GatiShakti (a geospatial database), Parivesh (a digitized environmental clearance system), and the Project Monitoring Group enhance transparency and collaboration.
- c. **Team India concept:** This fosters a culture of collaboration and shared purpose among various stakeholders, breaking down silos.

4. **Pragati's benefits extend beyond hard infrastructure.** The system can be applied to social infrastructure projects like the Jal Jeevan Mission and Swachh Bharat, speeding up progress. He suggested several ways to improve and expand the Pragati system:

- a. Sharing its success with other countries, especially in the global south, to enhance India's global leadership.
- b. Extending its application to broader social development projects for Visit Bharat
- c. Expanding state-level participation in the program.
- d. Leveraging AI and technology for advanced analytics and project monitoring.
- e. Spreading awareness of Pragati's success nationally to all levels.

5. The **ultimate goal of Pragati** is to drive systemic change and move India towards a brighter future as envisioned in Mission India and Parallel 2047. The speaker emphasizes the importance of leadership, dedication, hard work, and a shared focus on a higher purpose to achieve this vision.

Open House Discussion:

6. The Q&A session was opened by **Dr. T.V. Somanathan, Cabinet Secretary**. He **questioned whether Pragati's success in infrastructure projects can be replicated in social sector schemes** due to the complexity and scale of these initiatives. Social sector schemes involve a larger number of actors and often lack the clear end goal and defined plan that characterize infrastructure projects. He also raised concerns about the **potential devaluation of Pragati if too many decisions are escalated to the Prime Minister's level** and whether the same level of commitment and attention would be maintained if meetings were held more frequently.
7. The professor acknowledged the challenges posed by more complex projects and suggested that **artificial intelligence and advanced data techniques** could be leveraged to manage them effectively. AI can help analyze patterns and facilitate communication among different

stakeholders. He also highlighted the **behavioural changes observed among government officials**, who are motivated to find solutions before issues reach the Pragati meetings to avoid being held accountable in front of their peers and the Prime Minister. He also emphasized the importance of **collaboration and a shared sense of purpose**, citing the "Team India spirit" as a driving force behind Pragati's success. He also observed a collaborative mindset and a willingness to resolve problems among government officials.

8. Other participants shared examples of **Pragati and Gatishaktis use cases and** the system's adaptability and potential for use in various other areas and by states. Parallel examples from states such as Maharashtra were also discussed.
9. Key takeaways:
 - a. Close monitoring at the top using technology addresses issues of coordination and also motivates project managers to perform
 - b. Such best practices need to be disseminated and adopted at all levels for bigger impact
 - c. Tremendous scope for using frontier technologies to enhance the efficacy of such digital platforms to improve project monitoring and implementation.

Sub-Theme 4: Creating Enabling Ecosystem- focus on Tier 2, 3 cities- Services

Context Setting:

1. **Shri S. Krishnan, Secretary, Ministry of Electronics and IT**, highlighted that the services sector is the largest sector of the Indian economy, contributing 55% to the gross value added. Moreover, the services sector has a 44% share in India's exports and contributes USD 162 billion to India's net trade surplus, making the country the 7th largest in the world in terms of service exports.
2. He further added that given India's ambition to become a USD 30 trillion economy by 2047, the share of the services sector in India's economy is likely to rise further. Most developed countries have a higher share of services in terms of contribution to jobs and in a country's growth cycle, as the economy grows, the share of jobs in the agriculture sector goes down. In the manufacturing sector, initially, the share of jobs goes up, but later it plateaus or starts diminishing and more jobs are created in the services sector. Studies have shown that in a country's economic growth trajectory, typically after a country attains a GDP per capita of USD 7,000-8,000, growth is powered by the services sector.
3. Within the services sector, certain sub-sectors are crucial from the point of view of exports. India is famous for its IT sector and BPOs, earning it the moniker of being the 'back office' of the world. However, not all service sub-sectors create high-quality jobs. Certain sub-sectors, such as professional services (legal, tax, audit, consulting, etc.), create high-quality, high-paying jobs. These sub-sectors are crucial, given India's aspirational youth. BPOs and the IT sector create middle-level jobs, whereas the retail sector and gig economy create low-skilled, low-end jobs. India's focus needs to be on creating higher-end, high-quality jobs.
4. He mentioned that the session will focus on two key sub-sectors, i.e., professional services, including IT/ITeS, and tourism, which have the potential to generate high-end jobs. The services sector presently accounts for 30% of the share of employment in India, which is likely to increase to 60% over the next few decades. The services sector typically contributes to more than 60% of the share of employment in developed countries. In India, too, higher per-capita income states have 60-70% of jobs in the services sector.
5. He highlighted that India has laid a strong foundation for the growth of the services economy in Tier 2/3 cities through infrastructure investment. In terms of physical infrastructure, in the last 10 years, 54,000 km of national highways have been built, 31,000 km of new railway tracks have been laid, and 84 new airports have been built. There has been growth in digital infrastructure, with 120 crore telecom subscribers, 60 crore

smartphone users, and 40 crore UPI users. Social infrastructure has expanded in the last decade, with the establishment of 446 new universities and more than 100% growth in the number of IITs/IIMs/AIIMs. This has created many aspirational youth who have entered higher education and increased India's GER in higher education. It is imperative to create high-quality jobs for these aspirational youth.

6. He underscored that Tier 1 cities are increasingly unliveable due to pollution, rising rental costs, overcrowding, uneven resource distribution, and traffic congestion. On the other hand, tier 2/3 cities have lower population densities and 50% lower rents. Moreover, creating services sector job opportunities in tier 2/3 cities promotes diversity and inclusion since it provides avenues for women and people from vulnerable backgrounds to join the workforce, given their mobility and other constraints. There is strong potential for growth of the services sector in Tier 2/3 cities.
7. He stated that the IT sector currently employs 54 lakh people, which is likely to grow to 1 crore by 2030. India is projected to have a greater than 50% global share of Global Capability Centres (GCCs) in 2047. GCCs themselves can add between Rs. 12-17 lakh crores to India's economy by 2030.
8. For GCCs to move to Tier 2/3 cities, it is essential to establish infrastructure, including IT hubs, parks, plug-and-play facilities, data centres, AI computing, and broadband connectivity. Skilling and entrepreneurship are important. Ease of doing business is crucial. Currently, the Shops and Establishments Act applies to all GCCs. States such as Telangana, Gujarat, etc. have relaxed the provisions of the Act, and other States can follow suit. Currently, 93% of GCCs are located in select Tier 1 cities.
9. The startup ecosystem is coming up significantly in Tier 2/3 cities. Rs. 1.12 lakh crore funding has been raised by startups in Tier 2/3 cities in 2023. Success stories of Tier 2/3 cities include Zoho's rural BPOs and Genpact.
10. The other key sector which drives services growth is tourism. By 2030, 13 crore direct and indirect jobs can be created in tourism. India joined the top 10 countries in tourist income in 2015. India can potentially move up the ladder and reach 110 crore tourist arrivals by 2030.
11. Key enablers to drive tourism growth include infrastructure, skilling & entrepreneurship, and policy-level interventions. In the tourism space, success stories include Chhattisgarh tourism startups such as Unexplored Bastar, pilgrimage tourism such as Kashi Vishwanath Corridor, tourism innovation efforts in Jammu and Kashmir, and work from home initiative in Goa that promotes tourism and high-end jobs in the outsourcing sector.
12. The presentation from Secretary, MEITY was followed by a short film which spotlighted the potential of the services sector in Tier 2/3 cities, since 60% of India's workforce, more than 50% of online shoppers, and 50% of startups are from Tier 2/3 cities. The role of tier 2/3

cities is crucial to realize the Vision of Viksit Bharat @2047.

State Presentation 1:

13. **Dr. Ekroop Caur, Secretary, IT and BT, Karnataka** explained that Karnataka has witnessed unprecedented growth in the last 25 years. The State contributes 8% to the national GDP, had the 2nd highest FDI inflow in FY 2023, and has the highest number of GCCs in one city (875 in Bangalore). 40% of all GCCs of India are headquartered in Bangalore, which is the 4th largest tech cluster in the world.
14. She emphasized that Bangalore contributes about 45% to the State's GDP, and growth in the State has been Bangalore-centric. Therefore, a need was felt to decentralize economic growth and leverage the potential of regional hubs. The State has identified 6 emerging clusters across the State that would be developed. In Phase 1, the State focuses on 3 clusters- Hubballi, Mangaluru, and Mysuru. This initiative has been branded as Beyond Bengaluru. Criteria for the selection of clusters included talent, strong social and physical infrastructure, pre-existence of innovation in terms of R&D, and presence of startups.
15. The State has set up a dedicated unit called Karnataka Digital Economy Mission (KDEM). KDEM works as an outreach arm for the Government and acts as a bridge between the Government and the industry. Each cluster is being nurtured in a particular technology domain.
16. Various sector specific policies, give incentives to establish new regions beyond Bengaluru. Bengaluru only gets ecosystem support, whereas incentives in terms of capital subsidy, land subsidies, and stamp duty exemptions are provided to other regions. The state is incentivizing internships, providing recruitment support, etc., to make the clusters much more attractive investment destinations.
17. Secretary, IT and BT, Karnataka mentioned that in addition to policy support, the State has adopted certain strategies. One of them is the spoke-shore strategy, which encourages global companies to offshore their spoke into these clusters, while the hub could be anywhere in the world. The government is also setting up Global Technology Centres (GTCs). The GTCs would provide plug-and-play facilities and co-working spaces at subsidized costs. The government is investing about Rs. 250 crores to develop these three GTCs. A policy and talent handbook specific to each city, laying out all the policy incentives and mapping out the talent availability in each cluster, was also released. The Government has set up Centres of Excellence in Tier 2 cities to foster research and development, incubate startups, and take up skilling programmes for talent.
18. Elevate is a flagship programme to support early-stage startups, with a grant of up to Rs. 50 lakhs. About 350 startups have been selected from Beyond Bengaluru regions, with 27% of these startups led by women entrepreneurs and 27% of startups in the deep tech space. The

State has also started cluster-specific events, including specific tech events in Mysuru, Bengaluru, etc. The state does road shows abroad, and many of these roadshows have brought in a lot of investment interest. The State has also set up a Beyond Bengaluru Seed Fund.

19. In the last three years of focused efforts, the number of new companies has grown from 84 to 165, and the number of employees has grown from 3.9 lakh to about 4.3 lakh.

State Presentation 2:

20. **Shri Ravi Jain, Secretary, Tourism, Government of Rajasthan** presented on Rajasthan's experience with tourism. Rajasthan has some natural advantages, such as being a part of the Golden Triangle Circuit, home to 9 UNESCO World Heritage sites, and a destination for weddings, leisure, MICE, and heritage tourism.
21. Several policies and schemes to support and encourage the tourism sector have been enacted by Rajasthan, such as conferring 'Industry' status, reduction in the minimum investment limit for availing incentives and subsidies, favourable terms for allotment of government land, and other fiscal incentives. Furthermore, the licensing requirements have been simplified. Trade, hotels, and restaurants can obtain a 10-year license at once. Fire NOC is provided for 3 years at once, with provision for regular verification. Tourist Luxury Coaches are exempted from paying Motor Vehicle Tax. Since 1993, the state has provided Capital Subsidy (up to Rs. 20 Lakhs) for converting heritage properties into heritage hotels. Certification of heritage properties is done online, and these properties are eligible for benefits under the State Excise Policy.
22. Rajasthan Rural Tourism Scheme 2022 provides various exemptions for Rural & Agro Tourism Units. The Homestay/ Guest Houses Scheme has enabled the development of affordable tourist accommodation facilities in residential houses. Rajasthan is also a big destination for film shoots. To promote film tourism, the state provides various exemptions and subsidies under its Film Promotion Scheme.
23. Spotlighting the achievements of the tourism sector in the state, he mentioned that Rajasthan's approved new tourism unit projects increased from 130 in 2015-16 to 435 in 2023-24, and estimated investments increased from Rs. 16.89 lakh crores in 2015-16 to Rs. 48.48 lakh crores in 2023-24.
24. He highlighted that soft skilling is essential for the tourism sector. To develop a skilled workforce for the sector, degree/diploma courses in Hotel Management are offered through 9 Govt. Hotel Management and Food Craft Institute and 30+ private hotel management colleges.
25. Going forward, the state will focus on a three-pronged strategy revolving around Tourism Infrastructure Development, Ease of Doing Business, and Skill, Employment and

Entrepreneurship. The state has undertaken creation of Rajasthan Tourism Infrastructure and Capacity Building Fund with Rs. 5,000 crores for tourism infrastructure development. Rajasthan is going to launch a tourism policy soon. The state plans to undertake an extensive awareness programme under 'Paryatan Mitra' and 'Paryatan Didi' of the Ministry of Tourism.

State Presentation 3:

26. **Dr. J. Alam, Chief Secretary, Nagaland** highlighted that all towns in Nagaland are Tier 2/3 cities. The share of services in the Gross Value Added (GVA) of the state is 61.4%, which is higher than the national average. He underscored that the human capital of Nagaland is its key strength. The communication skills of the people are very good, and they possess good soft skills & etiquette.
27. He added that the State Government is trying to upskill the people's capacities through several government schemes. The state is particularly focusing on language skills. In addition to Hindi and English, the state is promoting the Japanese language. The State has opened a Centre of Excellence for Foreign Languages at Nagaland University.
28. The other strength of Nagaland is its culture and tradition. The state has 19 tribes, and 41 tribal festivals annually. There is great potential for tourism in the state. The Hornbill Festival is a notable attraction. To promote local employment, the state has undertaken a homestay initiative. The state has young talent in the fields of music, arts, and singing, with the state emerging as the rock music capital of the country. To harness the music potential of the state, Taskforce for Music and Arts (TaFMA) has been set up by the State.
29. The State has a modest startup ecosystem with 300 startups, of which 54 are registered. The State has 5 startup incubators. EduCentre School of Business is Nagaland's first business school focusing on start-ups, entrepreneurs, and businesses. The State has instituted Entrepreneur Development Centres in 16 schools and 2 colleges. Naga Bots is a unique startup that provides world-class robotics education with a desire to build future engineers, inventors, and entrepreneurs.
30. In the digital entrepreneurship sector, Kohima has a Software Technology Park, which has a Centre of Excellence for Graphic Design. It exports to international markets like USA and Canada. An integrated business hub and innovation centre was recently established in Dimapur. Citing examples from the fashion and retail, and housing rental services sector, he highlighted Runway India and Joldipabo, respectively.
31. Challenges include low urbanization and high unemployment. Mobility constraints due to road infrastructure and power and telecom issues add to the high cost of service delivery. However, many infrastructure projects are underway in Nagaland. Nagaland is establishing 10 Skill Development Centres, with one Centre to be established in plug and play mode by

March 2025. It is setting up 1 AI Lab by March 2025, and establishing remote pilot training and Drone Technology R&D Center by December 2025.

32. Regarding ease of doing business, 66 reforms have been undertaken by the state. The State Single Window System has been integrated with the National Single Window System. Nagaland has set up the Investment Development Authority of Nagaland (IDAN) to promote investments and provide facilitation to businesses.

Summing Up:

33. **Shri Manoj Ahuja, Chief Secretary, Odisha** highlighted that the development process entails a structural shift in employment and gross value added from agriculture to manufacturing to the services sector. Typically, the share of manufacturing in employment falls after reaching a GDP per capita of \$7,000. India, however, is undergoing premature deindustrialization, and it needs to adopt a dual strategy of focusing on both manufacturing and services in Tier 2/3 cities to exploit their potential. Every State will have to chart its own path based on its comparative advantage.

Open House Discussion:

34. **Shri Manoj Ahuja, Chief Secretary, Odisha** opened the session for questions.
35. **Shri Donald Phillips Wahlang, Chief Secretary, Meghalaya's** intervention focused on attempts to bring investment to Shillong. He stated that investors often question what value proposition can Tier 2/3 cities offer over and above Tier 1 cities. He added that Tier 2/3 cities must focus on providing a differentiated offering. Meghalaya has enacted The Meghalaya State Investment Promotion & Facilitation Act, 2024, to improve the ease of doing business and cut down on licenses, permissions, and issuance of clearances required from various competent authorities. It has established a single window agency, the Invest Meghalaya Authority, as a one-stop shop for all investments and created a Unified Investment Portal which is totally digital and allows for investors to track approvals and enables convergence. It has provided additional incentives for investors. It has worked on creating an enabling ecosystem and set up a skills park next to the tech park. To overcome challenges related to land acquisition, it has entered into the direct purchase of land by negotiating with stakeholders. He highlighted the issue of International Internet Gateway through Bangladesh which is stuck due to the present impasse in Bangladesh. Adequate Internet Bandwidth can be a game changer for States of the Northeast.
36. **Chief Secretary, Uttar Pradesh** highlighted that cities grow slowly and develop at their own pace. Hyderabad and Bengaluru growth was enabled by PSUs like BHEL, BEL, HMT and institutions like IISC. New Cities like Gandhinagar, Noida and Greater Noida have taken more than 40 years to grow. Noida which has a per capita income of Rs 6 lakhs, took 46 years to develop.

37. **Chief Secretary, Karnataka** highlighted the initiative 'Towards Bengaluru' to capitalize on the tourism and cultural potential of the city. She also mentioned about Namma Bengaluru – the unboxing Bengaluru initiative which focuses on cultural and tourism potential of Bengaluru. She highlighted measures taken to promote handicrafts, handloom, artistes and artisans by organizing events in each ward. She mentioned about the International Shopping Festival of Bengaluru, the need for more flights and the potential to promote tourism and products of local artisans through Embassies.
38. **Chief Secretary, Kerala** raised a question on the impact of Naga Bots and wanted to know ways in which school students can connect with Innovation ecosystem. Chief Secretary Nagaland responded that its too early to evaluate impact of the Naga Bots initiative and he mentioned that many schools are showing interest and initial feedback has been very encouraging.
39. **Secretary, MoHUA** stated that Services Sector is driven by Technology and States can collaborate among themselves and build a strong network of GCCs.
40. **Secretary, MeitY** added that growth in cities do impact neighbouring areas in other States. He gave the examples of Bengaluru and Hosur in Tamil Nadu as also Chennai and Sri City in Andhra Pradesh. He further added that the corridor program of DPIIT will further help build such network of cities. The Spoke Shore initiative of Karnataka enables GCCs to derisk from establishing centres in only one location. This gives a huge opportunity for Tier 2 / Tier 3 cities.
41. **Hon'ble Vice Chairman, NITI Aayog** raised queries on environmental risks, including flooding associated with urbanization. He mentioned about the energy requirements for Data Centres and the need to promote green power with increase in requirements of Data Centres for Artificial Intelligence. States will need to strategize on where they would want to set up Data Centres. He emphasized on the need of decentralization of growth that will help reduce the pressure on bigger cities and also enable balanced growth in the country. Rebalancing will help reduce stress in many cities. Changes in environment patterns is resulting in flooding in cities like Chennai where heavy rains are occurring over short durations and cyclones are also picking up more moisture and resulting in heavy downpour and flooding. Diversifying GCCs in smaller cities will help mitigate such risks as well.

Way Forward:

42. **Chief Secretary, Odisha** summarised the way forward in terms of 10 recommendations and action items with targets and timelines. The key action items are as below:

Recommendation	Action items	Target	Time
1. Establish IT hubs/ Service clusters with associated social infra	Frame policy required for the same	5 States 10 States	1 year 2 Years
2. Promotion of 24x7 operation of IT/BPO cluster with associated public transport & Security for women participation in services workforce	<ul style="list-style-type: none"> Legal enablement for 24x7 operation Connecting public transport with service clusters Augmenting security at service clusters 	All States	1 year
3. Streamlining access to incentives / benefits	Online portal for accessing & tracking incentives / benefits	10 States	1 year
4. Services export facilitation centres in Tier 2 and Tier 3 cities	All states to set up Services Export Facilitation Centres	All States	1 Year
5. Set Up Skilling Hubs & R&D Centres supported by reputed National Institutions	<ul style="list-style-type: none"> Setting up of Skilling Hubs R&D and Incubation centres 	5 Hubs 15 R&D incubation centres	1 Year
6. Adopt National Credit Framework & include internship and apprenticeship as part of degree programmes	Formulate internship and apprenticeship schemes	All States	1 Year
7. Skilling of Tourist guides, Handicraft artisans & sellers, Chefs	Develop curriculum for skilling of tourist guides, artisans, chefs including training in foreign languages	All States	1 Year
8. Enhance Tourism & Hospitality Infrastructure	<ul style="list-style-type: none"> Policy to allocate land in tourism potential areas Streamline approvals for setting up of (Hotels/ Homestays/ Restaurants/ Spa) Identification of New tourist destinations and conducting events 	All States	1 year

	to popularise the destination		
9. Specialised and High-end skilling for GCCs and Global jobs in services sector	<ul style="list-style-type: none"> Operationalise India International Skill centres in all States Ensure skilling in Artificial Intelligence and Other Emerging Technologies 	All States	1 Year
10. Increasing availability of healthcare resources	Incentivising setting up of Nursing, Paramedical, Dental and Ayush colleges	100 Institutions across India	1 Year

Remarks by Hon'ble Prime Minister:

43. Hon'ble Prime Minister highlighted the need to introspect on the way cities have developed. He asked whether policy makers have reflected on the reasons for the magnetic potential of Kota as an educational hub? How could Kevadia set up an entire tourism infrastructure around the Statue of Unity? How could resorts come up in Rann of Kutch? We need to look at District headquarters, smaller cities and identify ways in which they can be developed.

44. The Prime Minister commented on measure for Tourism Development across the country:

- a. The focus should be on destinations and their development. Every State must identify 3-4 Tier 2/3 cities for tourism development. India has huge scope for different types of tourism, including wedding tourism, weekend tourism, etc. States must develop a roadmap for developing these locations, mapping the activities that can be promoted and branded in these places.
- b. The identified cities/locations can be near Tier-1 cities to promote weekend tourism. The development of small cities near Delhi by Haryana Tourism to benefit from weekend Tourism from Delhi is an example. Similarly, Ooty benefited from its proximity with Coimbatore. States can hold events in these locations using Jan Bhagidhari.
- c. States can also promote locations around Dam Sites, and Lakes and develop them as wedding destinations.
- d. States can initiate the celebration of birthdays of cities and introduce locally relevant school curricula from the point of view of tourism. Varanasi students should know about Kashi. NEP allows the introduction of locally relevant content in curriculum. We must ensure that our culture, traditions and heritage are taught to school students. Competitions can be organized for school students to be Tourist Guides for their own cities.
- e. Sports events and State level events can be hosted in smaller cities to attract attention.

- f. Focus on programs like Swachh Bharat to build identities of cities similar to what Indore has done.
- g. States can create physical and digital infrastructure by leveraging existing schemes (UDAN, BharatNet).
- h. A Work From Home culture can also promote creation of employment in smaller cities by big companies.
- i. We can identify our best tourist locations ourselves, rather than others ranking our tourist locations.
- j. Our Diaspora can also help develop tourism by becoming our Tourism Ambassadors.
- k. Each State can identify 3 such destinations to develop and India as a whole can target to develop 100 globally benchmarked tourist destinations.

45. Commenting on improving the International Mobility of our workforce, the Prime Minister suggested the following:

- a. Given the ageing populations in the developed world, there is a demand for human resources globally.
- b. States can conduct workshops in collaboration with MEA to understand global workforce requirements. It is estimated that Japan requires 50,000 people annually, and Germany needs 90,000 people annually.
- c. Relevant skill development must be provided by setting up soft skills centres, both online and offline, and conducting exams for soft skills.
- d. States can map their global diaspora and leverage their networks and connections. States can consider setting up portals for jobs that are available abroad and also take help of people who are already abroad.
- e. There is a growing global demand for agricultural workforce.
- f. There needs to be greater focus on teaching Asian languages such as Japanese. The example of Nagaland is noteworthy. We will need to think of what skills are needed for jobs in these countries and focus on the same.
- g. States can organize festivals and celebrations around specific countries to promote workforce mobility.

46. On promoting the Services Sector in Tier 2 / Tier 3 Cities, the Prime Minister suggested as follows:

- a. Identify products from Tier 2 / Tier 3 cities and get them listed on GeM.
- b. Every City or District can have an identity for which it is known. He gave the example of Sitapur in Uttar Pradesh which was known for its eye hospital and cataract surgeries for which people from other States would also come.
- c. A city can be developed in a short period of 10 years, provided we can identify one such distinct feature for the city.

Sub-Theme 5: MSME & Informal Employment- Urban

1. **Shri S.C.L. Das, Secretary, Ministry of Micro, Small and Medium Enterprises (MoMSME)** underscored that urban areas will play a crucial role in the nations' march towards Viksit Bharat. According to an estimation, urban areas would contribute to half of the country's population and 80% to the GDP by 2047. At present, nearly 20 crore people are employed in urban areas of which two-third are engaged in the service sector. Further, due to better job opportunities in cities, people are migrating from rural areas to urban centres. It is noteworthy that the unemployment rate in urban areas has gone down by 2.8% from 2017-18.
1. However, there are several challenges related to employment in urban areas. With 94 lakh workers added to the urban workforce between 2023-2024, cities continue to attract large numbers of people seeking employment. Simultaneously, data on 3 crore unincorporated enterprises in urban areas reveals that most businesses operate in the informal sector. Rapid technological advancements and the rise of app-based services are also impacting how businesses operate. However, these challenges also present opportunities to integrate informal employment into the formal economy, thereby improving both employment and employability levels.
2. Three key focus areas were identified by the group for impactful interventions on enhancing employment opportunities in urban areas, viz. (a) Enterprise Development, which involves establishing small businesses and fostering their growth; (b) Gig Economy, which is rapidly emerging in the urban service sector; and (c) Skill Training, ensuring workers receive training aligned with industry needs.
3. Small businesses and enterprises are a major source of employment. However, most of these small businesses operate informally. It is essential to integrate them into the formal economy for their growth and development. The government has taken significant steps in this direction. In the last four years over 5.5 crore small businesses and MSMEs have been digitally registered on the UDYAM and UDYAM Assist portals. These MSMEs employ more than 23 crore people and contribute 30% to the GDP. The progress made in integrating MSMEs into the formal economy was especially marked in the past two to three years. During this period, the credit provided to MSMEs has increased significantly, reaching over ₹27 lakh crore. Despite this crucial role played by MSMEs in driving development and employment growth in urban areas, there remain several challenges towards developing formal enterprises in this sector:
 - a. Inclusiveness: a large number of small and informal micro-enterprises, often run by women and marginalized groups, need to be mainstreamed and empowered.
 - b. Access to timely, affordable, and adequate credit: development of MSME-based lending models is a critical need of the hour along with accessible and affordable credit.
 - c. Access to rapidly changing technologies: ensuring access to the latest technology

and providing necessary training to MSMEs, especially in emerging areas.

- d. Market access: ensuring MSMEs are equipped to participate both in physical and digital markets and also benefit from the public procurement policy.

These four challenges also present opportunities. With a coordinated effort between the central and state governments, demographic dividend can be leveraged systematically to boost development and employment. The three main enablers for developing small businesses and enterprises were identified to be: (a) ease of doing business wherein significant progress has been made at both the central and state levels, but there is still scope for further improvement, especially at the state and local body levels; (b) establishing new MSME clusters in urban areas, particularly in manufacturing, can provide significant boosts to job creation and rapid employment growth; and (c) developing entrepreneurship abilities and business skills which are essential for sustaining and scaling small businesses, especially in emerging sectors.

4. The second focus area is the Gig Economy, which is rapidly expanding in urban areas and has become a key source of employment for many. Typically, a gig worker refers to individuals who operate outside the traditional employee-employer relationship, often through platforms or apps or otherwise. The number of gig workers using apps is estimated at around 77 lakhs, which is expected to reach 2.5 crore by 2030. A significant proportion of these workers have low to medium skill levels, and they are engaged in more than 15 different industries, which is steadily growing. Today, the gig economy is synonymous with the digital economy. However, strengthening the gig economy requires proper access to resources, a significant challenge in itself. To strengthen the Gig Economy, three main enablers were identified, viz. (a) affordable and accessible finance and resources such as e-scooters, mobile devices, and training; (b) incorporating the needs of gig workers into urban infrastructure planning; and (c) ensuring their social security and health-related requirements are suitably addressed for safety and productivity.
5. The third focus area is Skill training to enhance employment in urban areas. The main challenge in the training sector is the demand-supply gap and over dependence on academic credentials. This issue can be addressed by focusing on demand-based training and involving the industry in both course design and delivery. Additionally, integrating skill development programs from various agencies and recognizing the prior learning of individuals within the system is essential.
6. Government of India has been implementing various schemes and initiatives for boosting employment such as PM SVANidhi, PM Vishwakarma, PM Kaushal Vikas Yojana, National Apprenticeship Promotion Scheme, PM Dakshata aur Kushalata Sampanna Hitgrahi, PM Employment Generation Programme, etc. The successful implementation of these programs has been made possible through the active participation of state governments. State governments have taken various commendable initiatives at their level for generation of employment. Some of the best practices from the States were also highlighted in the presentation such as One Family, One Entrepreneur by Sikkim; Mahila-

Nidhi Scheme providing microfinance support to women entrepreneurs by Government of Rajasthan; Bina Mulya Samajik Suraksha Yojana providing insurance to informal workers and gig workers by West Bengal; Kudumbashree initiative of Kerala, etc.

7. A short film showcasing MSME as a growth engine, initiatives of the Government and some of the best practices in states, was shown in the session.

State Presentation:1

8. The first presentation under the pillar of 'MSME and Informal Employment' was on Gig Economy by **Shri Sanjay Kumar, Principal Secretary, Labour, Employment, Training & Factories, Telangana**.
 - a. He started by referring to NITI Aayog's report on India's Booming Gig and Platform Economy (2022) that indicated the gig economy in India has been growing at a compound annual growth rate (CAGR) of 17%, reaching an estimated market size of \$455 billion. This rapid growth highlights the expanding role of the gig economy in shaping India's employment landscape.
 - b. On the state of gig economy in Telangana, no detailed has been survey undertaken, but there are 45 lakh self-registered workers on the eShram Portal, with 3 lakh in the gig and platform industries, mostly concentrated in urban areas like Hyderabad and Warangal. The gig economy is a vital part of the urban informal sector and demonstrated its significance during the COVID-19 pandemic.
 - c. He further shared the findings of a survey conducted by the State and explained that most gig workers belong to BC (70.3%) and ST (21%) communities. Most cab drivers (98%) and food delivery persons (80%) work full-time, making this their primary source of income. 62% of gig workers are satisfied with their work. The typology of eCommerce platform employment includes full-time employees, outsourced contract workers, short-term contract labour and gig workers.
 - d. Gig workers face several challenges, including operating largely outside the purview of existing labour laws, with no clear regulations governing employment terms and conditions. There is a lack of proper grievance redressal mechanisms and inadequate social protections, such as life and disability coverage, accident insurance, health and maternity benefits. Non-transparent platform algorithms contribute to variable income and irregular work, leading to stress and job insecurity. Additionally, there is a shortage of market-ready skilled labour, retention issues, and no formal mechanisms or guidelines to regulate the gig economy business model.
 - e. The State Government has taken steps towards bringing a comprehensive policy & legal framework for a stable and predictable environment for gig and platform workers. Consultations with platform aggregators and gig worker unions were also conducted to incorporate their inputs. ILO provided technical support to define fair wages and establish a legal framework for gig workers. Additionally, the State has developed a web-based application for self-registration of gig workers, to be validated by the aggregator platforms. State is promoting skill training aligned with

market needs, along with micro-financing and easy EMI options to support gig workers.

- f. The social security measures taken by the State aimed at supporting gig and platform workers include schemes covering accidental death insurance scheme; health insurance; and affordable, accessible insurance for gig workers and unorganised workers.
- g. To meet the skill needs of the gig economy, the Skills University was launched in 2024 to introduce the relevant courses for skill training of gig workforce. Further, an AI-based mobile and web app has been developed to serve as a bridge between companies and skilled job seekers. 100+ courses have been tailored for gig workforce training. Partnerships with SETWIN, NSTI, NASSCOM, TGDN, and TGSTEP have further strengthened skilling efforts. These initiatives have led to 4.00 lakh job vacancies, with 242 companies posting 2,504 job roles in sectors like delivery, warehouse staff, and logistics personnel.

State Presentation 2:

- 9. The second presentation under the pillar of 'MSME and Informal Employment' was on Skill Training by **Shri N. Muruganandam, Chief Secretary, Tamil Nadu**.
 - a. Elaborating on the skill ecosystem in Tamil Nadu, he mentioned that Tamil Nadu as the country's second-largest economy, has a unique competitive advantage in skilled human resources. It produces the highest number of engineering graduates, having a strong network of higher education institutions, including 56 universities, 501 engineering colleges, and 935 arts and science colleges.
 - b. The State Government has taken various skilling initiatives which include Naan Mudhalvan (I am the best); Upgraded Industry 4.0 ITIs; Factory Skill Schools; Community Skill Schools; Inclusive Skilling; Learn-Earn-Grow program; and Finishing School. He explained about these initiatives during the presentation.
 - c. The problem of graduate employability arises due to a skill gap between academic curricula and industry needs, particularly in emerging technologies and communication skills. The Naan Mudhalvan is a flagship program of the Government of Tamil Nadu to make youth employable through industry-relevant skilling. Industry-relevant skill training courses are identified and curated through industry-academia collaboration. These courses are offered by industry experts in physical, hybrid, or online modes, using real industry problem statements as case studies to enhance student learning. They are provided as mandatory credit courses and integrated into the curriculum, promoting project-based learning. The training programs have achieved 70% coverage in engineering colleges, 100% in polytechnics, 86% in arts & science colleges, and 100% in Industrial Training Institutes (ITIs). The key challenges in implementation include limited access to computers and network connectivity, shortage of quality trainers capable of delivering content at scale, coupled with resistance from existing faculty.

- d. Other initiatives of the State in skilling included (a) Factory Skill Schools aimed at providing skill training tailored to industry needs, delivered by industries and industrial associations through the integration of diploma/degree programs into factory settings; (b) Community Skills School (CSS) which involves local population skilling through master craftsmen and micro entrepreneurs focusing on traditional and remunerative trades at the local level. This initiative motivates the establishment of skill schools and mobilizes local youth and women for skill development; and (c) The Finishing School initiative focuses on placement-linked skill training for unemployed youth, including graduates and school dropouts (aged 18-35 years). The impact created by these programs along with success stories were also highlighted during the presentation.

- 10. A **short film** showcasing the support to enterprises in Jammu and Kashmir through Mission Yuva was shown in the session.

State Presentation 3:

- 11. The third presentation under the pillar of 'MSME and Informal Employment' was on Enterprise Development by Shri Sanjay Kumar Shukla, Principal Secretary, Urban Development & Housing Department, Madhya Pradesh. He made a presentation on the progress of PM SVANidhi Scheme in the State. He explained that approximately 13.50 lakh loans have been disbursed by the State so far under the scheme and the State ranks number one as far as progress of the scheme is concerned. It was mentioned that 7.23 lakh street vendors have been registered on Udyam Portal. Highlighting the various initiatives taken by the State Government that has led to a substantial efficacy of the Scheme in meeting its stated goals, he mentioned:
 - a. **Focus on small towns:** Special interventions were planned to promote the roll out of the Scheme in small towns given inherent challenges in these areas including difficulty in connecting with the bank and ULB officials, awareness gaps, limited technological access, low bank branch presence, and insufficient human resources at ULBs and banks. Targeted interventions by the State led to coverage of 3.62 lakh beneficiaries under PMSVANidhi, translating to a total achievement of 4.24% w.r.t. the population.
 - b. **Curated interventions:** Micro-level planning and effective implementation through initiatives such as (a) organizing Street Vendors Sammelans and Mahapanchayats at the state level;(b) SVANidhi Diwas observed every Friday at ULBs level; (c) special sessions under SLBC/DLCC/BLCC; and (d) supplemented by providing additional interest subsidies, incentivization scheme for focused execution and facilitating sound boxes and physical QR codes under CSR helped in increasing coverage.
 - c. **Leveraging technology:** Use of Technology through online portal of MP Government for urban street vendors; offering free registration and issuance of uniform ID cards and vending certificates; and streamlined process with dual authentication via

“AADHAAR” and “SAMAGRA,” ensuring a user-friendly and time-efficient experience greatly assisted in expanding the scope of the scheme.

- d. Learnings from Experience Sharing Sessions through IEC: The IEC campaigns, SVANidhi Diwas, Hath Thela Mahapanchayat, and Street Vendor Mahasammelan greatly helped to raise awareness.
- e. Targeted interventions by ULBs: Steps by ULBs including dedicated registration camps for on-spot registration of street vendors; development of hawker corners with essential amenities; handholding street vendors in accessing bank services; conflict resolution through Street Vending Committee; ensuring social security benefits to street vendors and families; and orienting vendors on health and hygiene proved effective in addressing the challenges faced by the street vendors.
- f. Various individual success stories were also highlighted during the presentation.
- g. He offered several suggestions, including: (a) emphasizing the role of IEC in understanding the challenges faced by street vendors, (b) addressing issues related to street vending, (c) ensuring easy access to raw materials for new startups, (d) encouraging banks to adopt a supportive mindset towards vendors, and (e) prioritizing quality, hygiene, and reliability.

State Presentation 4:

12. The fourth presentation under the pillar of ‘MSME and Informal Employment’ was on MSME and informal economy by **Dr. Ravi Kota, Chief Secretary, Assam**.
 - a. Highlighting the initiatives taken by the state towards formalizing small businesses he highlighted key features of the Chief Minister’s Atmanirbhar Asom Abhijan (CMAAA). The need for CMAAA arose from rigid guidelines and restrictive bank terms that stifled enterprise growth. A key bottleneck in the transition from informal to formal enterprises was the lack of entrepreneurship development. The focus had to shift from creating beneficiaries to cultivating bankable customers, enabling them to access government assistance, particularly schemes like Tarun and Tarun Plus under the PM MUDRA Yojana.
 - b. The CMAAA interventions aim to incubate one lakh aspiring micro-entrepreneurs and facilitate their access to PMMY. Key support includes access to finance, training, and handholding, with financial assistance of ₹2 lakh for non-professionals and ₹5 lakh for professionals offered as a 50% grant and 50% interest-free loan. Additionally, 300 young MBA graduates serve as CMAAA fellows, providing direct support. These fellows undergo a two-year fellowship diploma program, New Venture Development and Management, offered by Gauhati University. He also explained the process flow of CMAAA and shared success stories showcasing the program's impact in transforming entrepreneurs into thriving businesses.

Open House Discussion:

13. **Shri Vivek Joshi, Chief Secretary, Haryana** moderated the open house discussion.

14. **Chief Secretary, Punjab** highlighted that MSMEs face significant challenges in acquiring land and navigating through the process of obtaining multiple approvals, which hampers their growth and development. He shared Punjab's experience of streamlining its land acquisition and allotment processes to facilitate the establishment of industries, including MSMEs. Punjab offers in-principle approvals for setting up units even before land registration is finalized. This reduces delays and provides businesses with a head start in operationalizing their project.
15. **Chief Secretary, Arunachal Pradesh** shared his views on gig economy, emphasizing that it should be a state government responsibility rather than being solely left to the market forces. He underscored the need for regulation to ensure a balanced approach. A learning by doing strategy was recommended to address the dynamic challenges of this sector effectively and agile approach that allowed tweaking policy interventions. He also lauded the initiatives undertaken by the Telangana government in this regard. Finally, he stressed the importance of further discussion to create a framework where gig workers and businesses both can thrive together.

Summing Up:

16. **Chief Secretary, Haryana** while summing up the session thanked all the speakers for their presentations and participants for active discussion. He mentioned that the session focused on four important aspects, including formalization, enterprise development, gig economy and skill training. Formalisation is the first step and the progressive steps taken by Centre and State Governments in this regard are commendable. In Madhya Pradesh, over 8 lakh street vendors have been supported and formalized under the PMSVANidhi scheme, illustrating its success in empowering informal businesses. For the enterprise development, affordable and timely credit is essential. Through the CM Atma Nirbhar Asom Abhijan (CMAAA), one lakh aspiring entrepreneurs in Assam will receive financial aid, mentorship, and training.
17. The gig workforce, which accounted for 1.5% of the total Indian workforce in 2021, is projected to grow to 4.1% by 2030. This highlights the need for mandatory registration of all gig workers, as demonstrated by Telangana in its presentation. Tamil Nadu highlighted its Naan Mudhalvan (I am the best) initiative, which is a skill development program where the state government collaborates with the private sector to train students from engineering colleges, polytechnics, and ITIs according to industry requirements. Tamil Nadu's approach demonstrates how effective partnerships between the government and industry can drive skill upgradation and meet evolving workforce demands.

Agreed Action Plan:

18. **Chief Secretary, Haryana** presented the following agreed action plan as way forward:

19. Achieve saturation in formalization of urban enterprises and support them with new schemes

- a. Action item: Formalization of urban informal economy
- b. Action by: All States/ UTs
- c. Targets: States/UTs to facilitate formalization and development of enterprises by: Saturation of digital registration of informal micro enterprises and/or Designing and rolling out new enterprise development schemes
- d. Timeline: December 2025

20. Establishing Dedicated MSME Departments in all States

- a. Action item: Focused attention on promotion and development of MSME
- b. Action by: All States/ UTs
- c. Targets: To strengthen MSME support systems, all States should setup dedicated MSME departments or directorates
- d. Timeline: March 2026

21. Focus on MSME friendly infrastructure planning, welfare and access to resources compatible with existing business models of platform aggregators

- a. Action item: Strengthening service delivery platforms, with focus on gig economy
- b. Action by: All States/ UTs
- c. Targets: (i) Formulate and launch state specific policies for gig workers and (ii) Enrol informal workers in PM Suraksha Bima Yojana (PMSBY), PM Jan Dhan Yojana (PMJDY), PM Jeevan Jyoti Bima Yojana (PMJJBY)
- d. Timeline: March 2026

22. Enhance entrepreneurial skills of women, weaker sections, persons with disabilities through training and financial support

- a. Action item: Promoting gender, inclusion and women entrepreneurship
- b. Action by: All States/ UTs
- c. Targets: Initiatives for promoting inclusion and women entrepreneurship by: Launch of new schemes for promoting entrepreneurial skills through training and financial support. Provide additional benefits of entrepreneurial training and financial support under current schemes.
- d. Timeline: March 2026

23. Set up Common Facility Centres (CFCs) for technology support to urban MSME, especially in emerging technologies

- a. Action item: Enhancing productivity and competitiveness of MSME through technology enablement
- b. Action by: All States/ UTs
- c. Targets: Establish CFCs in urban areas for technology adoption and upgradation by MSME
- d. Timeline: December 2026

Special Session 4: Developing Cities as Economic Growth Hubs

1. Initiating the discussion **Shri Srinivas Katikithala, Secretary, Ministry of Housing and Urban Affairs (MoHUA)**, mentioned that it is an ideation session to discuss the nature of urbanization, the trends, challenges and suggest a common strategy in participation with the stakeholders to shape up a resilient and inclusive urban future. He emphasized that if Centre and States work together, India will be able to harness the power of urbanization and achieve the vision of Viksit Bharat 2047. Highlighting the importance of urbanisation in India's growth story, he presented the following facts:
 - a. The urban population in India has increased from 2.59 crore in 1901 to 5.51 crore in 1947 and is expected to account for 13% of global urban population in next 25 years, i.e. 1 in 7 Global Urban Citizen will be Indian. Close to 44 crore citizens live in about 7,933 settlements of which there are around 80 urban agglomerations where more than 70% population lives.
 - b. The 'Urban' definition as per Census includes Statutory, Census towns and Urban Outgrowths. This definition is built on three parameters and does not do justice to the rapidly urbanizing growth scenario. If only one parameter of this definition is followed, then over 50% of India will fall under Urban Category. The United Nations has developed a definition of 'degree of urbanisation'. As per this method, 54% of the country can be characterized as Urban.
 - c. Cities occupy 3% of urban land whereas, they contribute to about 60% of the nation's GDP. Top 10 city regions contribute to about 30% of the total GDP of the country. These city regions would majorly contribute to the vision "Viksit Bharat-2047" – US\$ 32 trillion economy. The Mumbai-Surat-Ahmedabad city region GDP is 30th in the world and ahead of countries like Thailand, Singapore, Vietnam, Malaysia and Denmark.
 - d. Focused investment of government in the urban infrastructure has led to emergence of cities along the economic growth corridors. 12 new industrial corridors have been announced in the Union Budget for 2024-25 to be developed by NICDC (National Industrial Corridor Development Corporation). These corridors are giving rise to urbanization beyond the city boundaries.
 - e. A quick comparison between India and China indicates that in China (where ~941.87 million people live in 694 cities), urbanization was state-driven; whereas in India (~323 million people in 638 cities), urbanization has been organic and led by infrastructure. However, the demographic dividend of India can be leveraged to define the future growth trajectory.
 - f. There are several struggles of an emerging urban landscape, including infrastructure deficit, capacity deficit and financing deficit, fragmented governance, lack of integrated planning, shrinking Blue-Green infrastructure and climate vulnerabilities.
 - g. There have been remarkable successes in Managing this Rapid Urban Transition through various initiatives by the states.
 - h. He highlighted that 2005 was a watershed year for Gujarat. Initiatives taken under Gujarat Urban 2005 included regional economic planning, state-wide solid waste management program, strengthening of municipal cadres and plans for developing

tribal areas. As a consequence of the vision set up by the state, new forms of development could take place for example - Sabarmati riverfront, GIFT city, and Ahmedabad-Mumbai corridor. Under the Town Planning Schemes, 86,685 hectares have been planned from 2005 to 2024. This is equivalent to approximately adding two Ahmedabad cities.

- i. Gujarat has been implementing a successful model of town planning/ land pooling which is a win-win situation for landowners and the government. It has been successfully adopted across 14 states and around 11,420 acres of area has been brought under planned urban development. He explained the town planning scheme model as model of good economics wherein:
 - i. Original plots that are low FAR, irregular shaped and un-serviced undergo planned layout. 40 % of the land is appropriated for public purposes and the final plot has higher FAR, regular shape and is serviced with infrastructure. This increased the value of land.
 - ii. 30-40% of private land is kept for streets, gardens, utilities, and commercial plot for monetization
 - iii. Appreciation of Land Value is 3 to 5 times
 - iv. Increase in value of plot is shared with government by plot owners which helps in funding infrastructure
- j. Development of Bhuj presents a successful model of building resilient cities through town planning wherein stakeholder consultations were undertaken. Planning was undertaken at micro and macro levels to provide for public spaces, amenities and infrastructure to the residents.
- k. Example of Pune was shared under Transit-oriented development (TOD) to showcase that revenue can generated by the state through land value capture and selling of premium FARs in the TOD zone. Further, he shared that 25 Transit Oriented Corridors have been identified by 6 states (Tamil Nadu, Maharashtra, Madhya Pradesh, Haryana, Uttar Pradesh, and Kerala). Many states have notified a TOD policy. A study has identified that 75% of jobs shall be located within 1-2 km of the metro lines. Planning along the transport routes therefore, becomes important.
- l. Giving another example of land value capture, he shared that the GPRA redevelopment project in New Delhi opened up 27 acres of land for commercial use and INR 14,800 crores were realised through commercial exploitation. At the same time, housing stocks increased from 13,000 to 20,000.
- m. He mentioned about innovative revenue generation options such as TDRs of 29,60,312.91 sq. m. i.e., 2.9 sq. km of TDR issued by 4 states saved land acquisition costs, increasing densities in specific areas.
- n. He emphasized upon the need for an innovative and collaborative approach between Centre, State and private sectors in urban areas. Several initiatives of the central government including TULIP internship, Amrut Mitra, etc. on one hand and the thriving Gig economy models on the other are contributing towards 'Bhagidari' in urban living.
- o. He stressed upon four "Foundational Principles" of Planning – Densification, Integrated Planning, Infrastructure & Governance.

- p. The Plan of Action for developing City Economic Regions (CER) as growth hubs would include Rural-Urban synergy to bring about geographical equity, development of an economic plan, implementation of integrated urban planning (spatial, transit and ecological), fostering innovative infrastructure investment, enhancing climate resilience, and strengthening municipal urban capacities.
- q. The role of Central Government involves developing technology platforms for the delivery of digital as a public good, for example, the City Economic Region Observatory Network, creating a template framework for greenfield development and the creative redevelopment of cities, and providing technical support through Centres of Excellence for urban planning.
- r. CERs and citizens can work together by removing negative externalities to unlock land value, creating a shared platform for municipal services and fostering active citizen collectives at the sub-ward level.
- s. States and Central Government can collaborate by moving away from the business-as-usual approach, mainstreaming capacity building, and enhancing efficiency through regulatory arbitrage (ease of doing business, liberalized by-laws, self-governed paradigm).
- t. He showcased exemplary cases of states that are undertaking greenfield development. For instance, Bhubaneswar in Odisha as New City Bhubaneswar, New Shillong City in Meghalaya, and the Industrial Township of Jagiroad in Guwahati, Assam.
- u. He presented a brief video for the CER Observatory Network, highlighting how Urban Economic Information can be used as a Global Public Good and for Co-Visualization of Data.
- v. He emphasized that for Amrit Kaal, a Guided Urbanization Strategy needs to be evolved.

State Presentation 1:

2. Dr. Sanjay Mukherjee, Commissioner, MMRDA, Maharashtra, presented the **Mumbai Economic Regional Development Plan** and made the following observations:

- a. Mumbai Metro Region (MMR) is a US\$140 billion economy across 5 Districts and covering 9 Municipal Corporations. The GDP of MMR in current prices for FY2023 constitutes 31.2% of the state's GDP. Additionally, the GDP per capita of MMR makes up 1.5% of Maharashtra's overall GDP. It is projected to grow to US\$300 billion by 2030, eventually reaching US\$1.5 trillion. This is a conservative estimate.
- b. In 2023, the MMR covers 2.8% of the state's total area wherein 20% of the state population resides. As of FY2023, the region accounts for 18.1% of Maharashtra's employment. In 2023, the job count in MMR was 1 crore, and by 2030, this number is expected to rise to 1.3 crore, with a further increase to 2 crores by 2047.
- c. The GDP per capita, which was US\$5,200 in 2023, is anticipated to rise to US\$10,000-12,000 by 2030 and is projected to reach US\$38,000 by 2047.
- d. The following seven growth drivers would help in transforming MMR as a US\$300 billion economy by FY30:
 - i. **Making MMR as a Global Services Hub:** MMR aims to become a global services

- hub by focusing on seven champion services: financial services, new age services (AI, Fintech, Media-tech, Robotics), integrated healthcare, education and skilling hub, global aviation hub, media, Bollywood & entertainment, global capability centres, and data centres.
- ii. **Providing Affordable Housing:** The goal is to redevelop 22 lakh slum households by 2030 and develop about 10 lakh affordable housing units. This includes 2 lakh slum households on central government land.
 - iii. **Reposition Mumbai as a global tourism hub:** Reposition Mumbai as a global tourism hub with themes such as entertainment and film tourism, wellness and medical tourism, nature tourism, beach, coastal, cruise tourism, meeting, incentive, conference & exhibition tourism, and culture, heritage, fort tourism.
 - iv. **MMR as port proximate integrated Manufacturing and Logistics Hub:** Enhance bulk port capacity from 150 MTPA to 200 MTPA and container port capacity from 7.5 million TEUs to 30 million TEUs by FY2030.
 - v. **Planned Urbanization and Intensive TOD Development:** Focus on planned urbanization and TOD to support economic growth.
 - vi. **Inclusivity & Sustainability Leader in India:** Aim to be a leader in inclusivity and sustainability.
 - vii. **World-Class Urban Infrastructure and Transport:** Develop world-class urban infrastructure and transport systems. This includes metro expansion, suburban rail development, and decongesting Mumbai.
- e. 47 interventions have been proposed to make MMR a US\$300 billion economy including a comprehensive plan comprising 30 transformative projects, 8 forward-thinking policies and 9 institutional shifts. The proposed policies include Services Policy, Green MMR Policy, Tourism Policy, TOD Policy and Affordable Housing Policy. These projects and policies are expected to contribute an additional US\$130-150 billion to the region's GVA by the fiscal year 2030, significantly boosting economic growth and adding 30 lakh additional jobs. The initiative aims to attract US\$125-135 billion in private sector investment, showcasing the region as a lucrative destination for global businesses.
 - f. Major interventions where work has already commenced include:
 - i. **MMR Metro Network Development:** MMR Metro project spans 417 km and comprises 16 metro lines, with over 285 stations planned. By 2031, the network is expected to accommodate a daily ridership of 1.3 crore, transforming urban mobility. Currently, 70 kms of the metro are operational, with most lines set to be functional by 2029. The project features an integrated ticketing system, ensuring seamless travel across the network. Enhanced last-mile connectivity and robust multi-modal integration will further improve accessibility and convenience for commuters.
 - ii. **Decongesting Mumbai by 2029:** Mumbai's decongestion strategy aims to transform urban transportation with a robust network of inner and outer ring roads and an expansive metro system. Key highlights include: 'Mumbai in Minutes' Vision, 337 km of Metro Lines, 300 kms of Ring Roads and INR3 lakh-

- crores investment.
- iii. **Two Greenfield Projects:** Under the Mumbai 3.0 Vision, two transformative greenfield projects are planned to shape the future of urban development, strategically located near key infrastructure such as the Atal Setu-MTHL and the upcoming Navi Mumbai International Airport (NMIA). These are Karnala Sai Chirner (KSC) New Town and Navi Mumbai Airport Influence Notified Area (NAINA).
 - iv. **Development of Mumbai Port Trust Land at the Eastern Seafront:** The Mumbai Port Trust (MbPT) has designated 966 hectares of its land at the Eastern Seafront as a Special Planning Area. This prime location is set to be developed into a hub for tourism and job creation, with the potential to generate up to 5.6 lakh employment opportunities.
 - v. **Goregaon Film City:** Spanning 110 hectares in a prime location, Goregaon Film City is set to be transformed into a premier content creation hub. Plans include the development of creative studios, AR/VR labs, Bollywood-themed studios, event venues, and theatres. Additionally, a National Centre of Excellence will be established to nurture talent and innovation, creating approximately 1.5 lakh job opportunities in the process.
 - vi. **MMR plans development of Vadhavan Port led development:** A major port is being developed over an area of 1,450 hectares, designed to handle large container vessels with all-weather, deep-draft capabilities. A manufacturing and logistics cluster will be developed near the port, spanning 2,000 hectares with an investment of INR 5,000 crore. This cluster will provide affordable housing for industrial workers and is designed to support sectors such as green hydrogen, steel, chemicals, and integrated textiles and apparel. The project is expected to generate 50,000 job opportunities.
 - vii. **Tourism Hubs:** It is planned to transform Alibaug into a World-Class Tourism Destination; develop Gorai and Madh island for beach entertainment, spiritual, and wellness tourism hub; and create a world-class infrastructure for flamingo and mangrove tourism.
 - g. Implementation architecture for MMR growth hub projects is already operational:
 - i. A Governing Council chaired by the Hon'ble Chief Minister and Deputy Chief Ministers, is in place.
 - ii. Central-level coordination is envisaged through NITI Aayog. A Steering Committee, led by the Chief Secretary, has been constituted to oversee the process.
 - iii. Key agencies like MMRDA, CIDCO, the Housing Department (SRA & MHADA), the Industries Department (MIDC), and the Tourism Department (MTDC) have been roped in.
 - iv. A PMU/War room chaired by the MMRDA Municipal Commissioner. has been put in place at MMRDA.
 - v. He summed up by mentioning that the economic master plan shall steer MMR Towards Amrit Kaal, reboot Mumbai and reshape the MMR.

State Presentation 2:

3. **Shri Raj Kumar, Chief Secretary, Gujarat**, presented the approach and process of developing the '**Surat Economic Region' (SER) as Growth Hub by 2047**. He made following interventions:
- a. Hon'ble Prime Minister, during his Independence Day speech of August 2021 referred to the next 25 years as 'Amrit Kaal', envisioning a Viksit Bharat' through collective efforts. Drawing inspiration from this vision of Viksit Bharat @2047, the Government of Gujarat launched the Viksit Gujarat @2047 vision document during the Vibrant Gujarat Global Summit 2024, becoming the first state to unveil a roadmap for achieving the vision of Amrit Kaal. The vision is anchored upon 'living well' and 'earning well' aspirations. The state aspires to contribute about US\$3.5 Tn GSDP (nominal) to India by 2047. Further, the Viksit Gujarat@2047 document envisions distributed growth driven by city agglomerations serving as pivotal centers of economic development.
 - b. Surat was identified as a major urban growth agglomeration through the night-time light imagery. The SER was identified based on parameters like contiguity and proximity, economic activities, logistics and connectivity dependence and complementarity. SER encompasses 5 districts of South Gujarat besides Surat, viz. Bharuch, Navsari, Tapi, Dang and Valsad. He highlighted that balanced and inclusive growth is required to address regional disparities.
 - c. SER is about 20% area of Gujarat and contributes about 26% of its GDP. Vision is to plan SER for a US\$1.3-1.5 trillion economy by 2047 with a pro-earth, pro-people, and inclusive growth approach. In alignment with the Viksit Gujarat @2047, it is estimated that SER would contribute more than 35% of Gujarat's GDP by focusing on employment generating secondary and tertiary sectors.
 - d. SWOT analysis of SER indicated that it has robust manufacturing base but focuses on low value and large volumes. It is facing threats of environmental pollution. There are lot of opportunities of real estate development, sustainable agriculture and tourism.
 - e. The region possesses several endowments and comparative advantages, including Surat as a rapidly growing city, a prominent diamond hub, the second largest in India after Tirupur in textile and apparel trade, dominance in GVA through chemical industries, strong regional connectivity, substantial untapped tourism resources, and agro-processing potential.
 - f. Basis the mega infrastructure projects and potential presented by the region, 4 land masses were identified for preparation of the plan, including Dahej PCPIR, high speed rail zone, DREAM city, coastal zone and wildlife zone. Based on the detailed analysis, the **economic master plan** proposes to:
 - i. Develop SER as a global chemical hub by attracting international anchor investors and focussing on speciality chemicals.
 - ii. Develop SER as a trading hub of apparel, textiles, gems and jewellery, with a B2C zone inspired by Dubai (UAE) in DREAM city and a B2B zone on the model of Guangzhou (China) in the high-speed rail zone.

- iii. Leverage the tourism potential of the region by developing various assets and experiences, including SER as a business-led leisure tourism destination and Dang as the eco-tourism hub.
- iv. Leverage the land between Delhi-Mumbai expressway and the high-speed rail for green-field real estate investments and development of Edu-city hub.
- v. Promote cluster-based natural farming.
- vi. Develop a comprehensive skilling landscape aligned with key activities of the region, in collaboration with the industry to make SER a global skilling hub.
- vii. Undertake interventions to make SER an aspirational region through development of education and healthcare infrastructure including an international school, multi-speciality hospital, trauma centre and an edu-city spanning across 200 acres.
- viii. Achieve sustainable development through key initiatives interventions like improving monitoring infrastructure, robust disaster management mechanism and leveraging clean energy.
- ix. Improve liveability through urban greening nature-based solutions and designation of low emission zones.
- g. The economic master plan of **SER has proposed 54 projects, 4 development zones and 20 policy interventions** along with a robust overarching institutional framework to ensure implementation. Potential locations for 31 projects have already been identified.
- h. The Plan also proposes a core institutional mechanism for integrated regional development and implementation including:
 - i. Empowered Group of Ministers (EGM) chaired by the CM with representatives of State Government Cabinet Ministers (Urban Development & Housing, Industries & Mines, Tourism) for quarterly progress review
 - ii. High Power Steering Committee (SHPSC) chaired by the Chief Secretary with Additional Chief Secretary/ Principal Secretary of Gujarat for monthly progress review
 - iii. Surat Regional Economic Development Authority (SREDA) chaired by the Secretary, Planning Department with Additional Chief Secretary/ Principal Secretary of concerned State Government Department for continuous monitoring
- i. SREDA would consist of G-Hub crack unit, destination management organization, project management unit and integrated command and control centre for entire region.
- j. In summary, SER can be the main driver for meeting the aspirations of Viksit Gujarat @ 2047, by:
 - i. Transforming its manufacturing landscape by shifting gears from volume to value
 - ii. Leveraging the potential of untapped sectors
 - iii. Developing as a living and wellness destination for talent
 - iv. Reinforcing its leadership in sustainability to achieve net-zero targets
- k. Way forward to achieve the aspirations:
 - i. To achieve the vision of Viksit Gujarat@2047, a separate budget head has been envisaged viz. 'Viksit Gujarat'.

- ii. Gujarat Government has setup the Gujarat Rajya Institution for Transformation (GRIT) in line with NITI Aayog, which is acting as a think-tank to steer development strategies.
 - iii. Basis SER-Growth Hub Plan, Viksit District@2047 plans and implementation roadmap for all 6 districts would be prepared in next 6 months.
 - iv. The Government of Gujarat has also identified other city regions - Ahmedabad, Rajkot, Vadodara and Gandhidham as vital economic and industrial hubs for Gujarat, driving the state's growth and acting as anchor cities.
- l. Viksit Gujarat@2047 is a commitment to the future generations that Gujarat will be far more prosperous, resilient and vibrant than ever before.

State Presentation 3:

4. Dr. Dammu Suresh, Principal Secretary Industries and Commerce, Government of Haryana, presented the proposal for **Global City Gurugram Project** which is envisioned as a futuristic Central Business District. He explained that:

- a. The project's vision is to establish the 'Global City' as the heart of business activity in the NCR, embodying a 'live, work, play' philosophy. The vision emphasizes on a TOD with a walk to work concept complemented by future-ready infrastructure and environmentally resilient features. The project operates under the motto, 'A city within a city.'
- b. The project's core strengths include its strategic location, adherence to global best practices, a walk-to-work concept, inclusive development, advanced smart infrastructure, a strong emphasis on green and sustainable initiatives and plans to make a vibrant ecosystem.
- c. The Global City, that is visualized for a sustainable future, represents a harmonious symphony of intelligent urban planning with a tranquil living space. It is designed to seamlessly integrate an economic dynamo, a recreational canvas, and an enlightened hub to foster a simple, rich and healthy urban living.
- d. The key features of the Global City are:
 - i. The project is situated in a 1,003-acre plot along the Dwarka expressway.
 - ii. The project boasts a FAR of 3.0, encompassing a built-up area equivalent to 3,000 acres. Individual plot FARs range from 4.5 to 12.5.
 - iii. With an estimated investment potential of INR 1,000 billion, the project's economic impact is expected to touch the lives of 16 lakh citizens.
 - iv. The project derives its inspirations from city plans standards around the world such as Singapore, Japan, EU, Dubai.
 - v. The sustainability-focused design of the project aims to achieve net-zero emissions.
 - vi. The trunk infrastructure development work for Phase-1 has already begun, out of which 10% of it completed.
- e. The project benefits from a prime location with excellent connectivity. It is just 30 minutes from IGI Airport, ensuring easy access to air travel. The surrounding and internal road networks are well-developed, providing seamless connectivity. Additionally, the

project is only 20 minutes from the railway station, making it highly accessible. A heliport and MMTH are also located just 10 minutes away from the site.

- f. The design based on the idea of a '15-minute city' concept, where work and daily activities are within walking distance. The city is designed to provide easily accessible via internal transportation options like Light Rapid Transit (LRT), electric buses, pedestrian walkways, and bike lanes, enhancing last-mile connectivity. The project is planned to accommodate a residential population of approximately 1.8 lakh and a floating population of 5.2 lakh.
- g. 'A spatial layout that ensures educational, commercial, residential, medical, public transportation, cultural and sports facilities are all provided within a walkable distance-in the spirit of 'Live-Work- Play' concept.
- h. The project is 'green at heart' as:
 - i. A 6 km long green corridor developed in the centre of the city to act as lungs of Gurugram with an expansive green cover of 50,000 trees.
 - ii. The project will prioritize water harvesting techniques to ensure efficient water usage.
 - iii. Additionally, 15% of the city's total energy demand will be met through renewable sources.
 - iv. Green initiatives will play a central role, including the development of green corridors and adhere to internationally recognized sustainability standards, utilizing LEED and GRIHA-compliant materials to ensure energy efficiency and environmental performance.
 - v. Furthermore, a comprehensive waste management system will be implemented, with a strong focus on reducing waste through reuse and recycling.
 - vi. The project aims to allocate 56% of its area to open spaces, featuring over 50,000 trees. The presence of these trees will help reduce runoff by 55%, mimicking the benefits of a forested area compared to a densely developed urban environment.
 - vii. The construction of bio-swales and wetlands will be incorporated to manage and absorb storm water during rainfall.
 - viii. An artificial lake and reservoir, along with other water features and green spaces, will be created to help regulate the city's microclimate and function as a carbon sink.
 - ix. The design of the city will incorporate elements of the sponge city concept, promoting efficient water management.
- i. The city will grow the economy of the region as:
 - i. It is poised to create over 5,20,000 jobs and is on track to become the financial and innovation hub of the NCR.
 - ii. It will contribute 3x the economic value through its multiplier effect and is expected to boost Gurgaon's IT/ITES exports by 30%.
 - iii. It will also host more than 200 multinational corporations.
 - iv. It will feature over 50 housing projects, providing 40,000 dwelling units out of which 5,400 units designated for economically weaker sections (EWS).

- j. Smart infrastructure is being planned for the city. The design of the 60 m road is based on smart and complete city concept wherein equal spaces for cyclists, pedestrian, and motor-vehicles have been provided. It is a barrier free city road. A common utility tunnel measuring 5 m by 5.5 m.
- k. The project is governed by Haryana State Industrial & Infrastructure Development Corporation Ltd. (HSIIDC):
 - i. The Government of Haryana, through HSIIDC, has initiated the development of the Project Trunk Infrastructure, which includes essential infrastructure such as roads, water supply, power supply, and facilities like Sewage Treatment Plants (STP) and Water Treatment Plants (WTP).
 - ii. The development also includes green spaces and water bodies, which are part of the government's plans.
 - iii. The Government of Haryana will establish connectivity infrastructure, including MRTS, internal LRT/BRT systems, and external transportation links.
 - iv. In addition, the authority will develop critical facilities such as fire stations, bus depots, taxi stands, fuel stations, and police posts.
- l. Private entities involved in this project are responsible for the development of commercial spaces, residential townships, and mixed-use plots. Additionally, they will oversee the construction of banking and financial complexes, as well as IT/ITES spaces.
- m. Sites for facilities such as a convention centre, schools, hospitals, and a cultural district around water bodies are planned to be developed through a Joint Development Model on a PPP basis.

Open House Discussion:

5. Shri Srinivas Kantikithala, Secretary, MoHUA, moderated the open house discussion.

- a. **Shri Sanjay Kumar, Secretary, Ministry of Education** raised the issue of the lack of provision being made in urban plan exercises for public goods and recommended a need for a shift in this approach. Present model of auction-based land parcel supply has hiked the school fees that leads to a trickle-down effect including rise in cost of living. Open spaces are getting lesser by the day in cities too. Secretary, MoHUA responded by stating that in the town planning schemes model, 40% of the land from the original plot is retained for development of infrastructure of which 8-10% is always reserved for providing social amenities. However, at large this issue needs to be addressed.
- b. **Shri Sudhansh Pant, Chief Secretary, Rajasthan**, raised the issue of learnings from development of greenfield city of Amravati so that other states do not commit similar mistakes. In response Chief Secretary, Andhra Pradesh responded that in the case of Amravati, entire land is available with the state as under the land pooling exercise farmers gave land voluntarily and an infrastructure-led growth is envisaged for the city development.
- c. **Principal Secretary Urban, Rajasthan**, asked about the model of land acquisition followed in the development of 'Global City Gurugram'. Principal Secretary Industries

and Commerce, Government of Haryana responded that the land was already available with the State Government.

- d. **Shri Manoj Kumar Singh, Chief Secretary, Uttar Pradesh**, raised the issue of presence of industrial land in the urban areas and the ensuing problem of land use conversion to other uses like residential, commercial, etc. as it was originally acquired from landowners for 'public purpose'. Many land parcels of this nature are locked in major cities like Kanpur.
- e. **Smt. Santhi Kumari, Chief Secretary, Telangana**, raised that the ULBs in many states lack capabilities of urban planning. She stated that just as the Govt. of India created the GeM portal for procurement, a list of good quality consultants may be created for planning of tier 2-3 cities. To this Secretary MoHUA responded that four institutions have been designated as 'Centres of Excellences in Urban Planning and Design' by the Ministry and that they have been advised to provide services to ULBs and State Governments in this domain. He also agreed that reputed consultants on discovered rates would be beneficial for the cities. He added that there is wide gap in supply of good quality planners in the market.
- f. **Shri Anurag Jain, Chief Secretary, Madhya Pradesh**, raised the issue of land with public sector in the centre of the cities. He referred to the case of Bhopal where 8-10 ha land is empty within city and it is owned by various public sector bodies other than the city government. Similarly, Secretary Planning, Karnataka, raised the issue of defence lands lying vacant in the cities. Secretary MoHUA responded that there needs to be a discussion on how cantonment lands can be incorporated within city planning.
- g. **Dr. Vivek Joshi, Chief Secretary, Haryana** stated that the capacity of ULBs has not been commensurate with the pace of urbanization and expectations of the citizens. The quality of current contractors was poor. Hence, he suggested that the Central Government may identify large agencies that can provide urban services at scale for city management. Secretary MoHUA reiterated that the year 2005 was a water shed year in terms of urban management in Gujarat wherein specialised cadres were created to resolve long-term requirement of the urban services in Gujarat. Similar model may be adopted by the states.

Summing Up:

6. Secretary MoHUA stated that:

- a. Urbanization presents a great opportunity to India. The challenge is how urbanization may be anticipated and its power harnessed. NITI Aayog has developed a model to undertake macro planning of the city regions to harness the potential of urbanization and a paradigm shift from the model wherein cities were perceived as isolated entities.
- b. Economic planning of MMR and SER provides the country a method to work in this direction. The example of greenfield city in Gurugram provides a model to unlock value

of land that is lying unutilized. If we can plan in advance to tap into land value, government will be able to generate enough capital to provide infrastructure and create job opportunities.

- c. There is an urgent need to look into densification along Infrastructure Corridors to ensure the optimal use of land. Without this approach, there would be suboptimal returns on investment. Additionally, creative redevelopment of distressed urban areas, brownfield development, use of enabling tools like TODs and TDRs should be emphasized upon for densifying the cities.
- d. He further shared the example of GPRA Delhi where the proper planning led to increase in housing stock and revenue generation from sale of commercial plots leading to harnessing of resources for further development.

Way Forward:

7. Secretary MoHUA laid out the plan of action as below:

- a. Core components of the plan should be Densification, Integrated Planning, Governance Structure and Infrastructure.
- b. 'City Economic Regions' (CER) need to be planned as a new paradigm of geographical equity. These need to be based on baseline assessment (physical, social & ecological), identification of economic growth drivers of the region, setting up holistic economic/ecological vision and projectivization.
- c. CERs should have integrated urban, transport and economic planning and interventions to enhance climate resilience. These should be developed through innovative infrastructure investment. However, this would need widescale strengthening of urban capacities.
- d. To enable this, the Central Government can:
 - a. Create technology Platforms for use of Digital information as Public Good (a video was showcased)
 - b. Develop template framework for Greenfield Development and Creative Redevelopment of Cities
 - c. Undertake partnerships with states for Capacity Building and Reforms in Urban Management
 - d. Create institutional capacities for technical support
 - e. Undertake strategic investments like metro, bus rapid transits, rapid rail transits, high-speed rail, industrial corridors & nodes
- e. States and the Central Government can align with a larger vision, create enabling environment, leverage digital stack, integrate planning and governance, create greenfield and brownfield cities, and undertake systematic investments.

8. Remarks by Hon'ble Prime Minister

- a. Hon'ble Prime Minister stated that planning for economic development of urban centres needs to be strengthened. There remains a dire shortage of human resources in the field of urban planning, governance, management and environment as these are specialised fields. While there are specialised institutes on these disciplines, there is a need for more capacity in the educational system, keeping the inter-disciplinary nature of the subject, including the need for a common syllabus in these streams.
- b. While most ULBs recruit manpower of a clerical nature for day-to-day management, there is a shortage in the engineering cadre. For this purpose, there is an urgent need for states to shift focus to manpower recruitment and have an advance plan in place for the next 10 years.
- c. Firefighting may emerge as a major challenge in the cities and there is even lesser capacity available in this area including outdated infrastructure and insufficiently trained manpower. He indicated that Agniveers can potentially be recruited as firefighters who would be available after their stint with the Indian Army.
- d. He highlighted the need for planning according to the seismic zone sensitivity and need for strong disaster management response, and creation of do's and don'ts.
- e. Better urban mobility within cities with such plans that address issue of congestion needs to be focused upon.
- f. In future, wherever industrial areas are being planned, housing and other amenities for the labour should also be planned at the outset. This will also address mobility concerns.

Sub-Theme 6: Opportunities in Green Economy- Circular Economy

1. **Smt. Leena Nandan, Secretary, Ministry of Environment, Forest and Climate Change (MoEF&CC)**, introduced the session and the speakers. She started by emphasizing the importance of the implementation of the Circular Economy (CE) and underscored that the transition from the traditional linear model of 'take, make, use, dispose' to a regenerative approach provided entrepreneurship and job opportunities, and also reduced burden on virgin materials by optimum utilization of resources.

2. She showed a **short film about circularity**, emphasizing the ways in which implementation of technology and skilling is changing India's circularity landscape. It also highlighted the opportunities for generation of wealth as well as employment from wastes, presented by adoption of CE practices.

3. It was informed that India's projected annual municipal solid waste (MSW) generation is expected to reach 165 million tonnes by 2030 & 436 million tonnes by 2050. Adopting a circular economy path could potentially create an annual value of Rs. 40 lakh crore by 2050. Marketing and establishment of markets to motivate common people to be part of the system is crucial.

4. CE improves resource efficiency and supports economic growth of the country. As the country moves towards urbanisation, tier 2/3 cities along with rural cities also require circularity. Along with reuse and recycle, refurbish has a lot of scope. However, it requires specific skilling to

leverage its full value. New products/services based on repair, refurbishment, and recycling require new markets. She quoted a study that indicated that every 10,000 tonnes of waste had the potential to create 115 jobs.

5. The **challenges** that need to be addressed include acquisition of land for developing infrastructure, need of high capital investment, difficulty in identifying and recovering recyclable material, limited incubation centres and government-industry partnership, limited access to advanced technologies, limited social security measures and insufficient training of workers.

6. **Initiatives taken by the Central and State Governments** to accelerate transition to CE were highlighted. It was informed that MoEF&CC facilitated signing of 15 MoUs between CSIR labs and recyclers. CSIR labs have come up with various recycling technologies, e-waste recycling, ICB, and pyrolysis technologies. However, these technological developments remain in labs, and hence it is essential that these technologies get commercialized to harness their benefits.

7. It was highlighted that the problem of export of a lot of critical minerals for recycling needs to be addressed through development of domestic recycling infrastructure which has been facilitated through rules incorporating EPR regime in e-waste. It was informed that presently, 50 lakh people are already employed in the circularity practices across the waste management value chain, and 33 lakhs can be further employed including through expansion of recycling/processing ecosystem.

8. The non-farm sector in rural areas has the potential to contribute to waste management and circularity, but substantial efforts in skilling are required. The success of tyre recycling in Tamil Nadu exemplifies this potential. The potential of the CE is expected to grow as consumption continues to increase.

9. **Steps taken to address challenges** were also highlighted. These included bringing in regulatory reforms by introduction of Extended Producer Responsibility (EPR). Initiatives of State/UT Governments in establishment of recycling infrastructure were shared, along with the current need for development of industry/sector specific policies and providing incentives for expansion of recycling industry. The role of States/UTs in job creation as well as integration of informal sector was presented. Skilling and training programmes specific to CE offered by States/UTs were also mentioned.

State Presentation 1:

10. **Dr. Shalini Rajneesh, Chief Secretary, Govt. of Karnataka** began by focusing on the Karnataka Essential Services Maintenance Act 2013 and the robust digitised system in Bengaluru for monitoring waste management. The outcomes of adoption of digital system for waste management were mentioned. It was informed how wet and dry waste processing has increased by 50%, and landfill disposal has decreased by 30%. She mentioned that 7,000 safety cameras initially installed by police for monitoring of traffic violations are now being used for monitoring Garbage Vulnerable Points (GVP), transportation of waste, etc.

11. She suggested that the ventures generating wealth from waste should be promoted in India, providing them the market to sell their recycled products. The employment and revenue generated by effective and environmentally **sound waste management in Bruhat Bengaluru Mahanagara Palike** (BBMP) was discussed. Introduction of new State policies to scientifically tackle C&D waste was also mentioned.

State Presentation 2:

12. **Shri Jayesh Ranjan, Special Chief Secretary, Department of Information Technology, Electronics and Communications and Department of Industries and Commerce, Govt. of Telangana** highlighted the importance of youth, students, and preparing workforce. He mentioned that the **Young India Skills University** had been established in Telangana August 2024. It was informed that industry partners would be involved in designing and development of courses across the complete value chain, after which these courses would be conducted. Accordingly, the batches would commence from January 2025, and 80% of the course curriculum would be practical based.

13. He said that that the Ministry of Electronics and Information Technology (MeitY) and the Government of Telangana have developed the **Centre of Excellence for E-waste**. Further, the portal 'E-waste Kaushal Vikas' had been created to raise awareness about e-waste, and every e-waste recycler needs to be registered on the portal and must have this training certificate. He stated that the **Telangana Academy of Skill and Knowledge (TASK)** offers green skilling courses, which have been taken up by 7,000 students in the first cohort. Students have shown interest in further implementation of these skilling courses, given the entrepreneurship opportunities in green areas.

State Presentation 3:

14. **Shri Pravin Darade, Principal Secretary, Environment Department, Govt. of Maharashtra**, presented Maharashtra's recycling industry landscape. He stated that the State had waste processing capacity of 1.48 crore tonnes per annum and that the Cluster-based approach was being adopted to promote CE. Examples of Jalna (scrap steel recycling) and Jalgaon (plastic scrap recycling) were mentioned with details about employment and revenue generated. Scrap steel recycling at Jalna has a total capacity of 15 lakh TPA, providing 7,000 direct and 15,000 indirect employments. Plastic scrap recycling at Jalgaon has a total capacity of 2.25 lakh TPA and provides 15,000 direct and 22,000 indirect employments. It was informed that 7 Circular Economy Parks were proposed to be established in Mumbai, Pune, Nashik, Nagpur, Ratnagiri, Jalna and Chhatrapati Sambhaji Nagar, for which Maharashtra Industrial Development Corporation would provide the land infrastructure to recyclers.

State Presentation 4:

15. **Dr. Sharmila Mary Joseph, Principal Secretary, Local Self- Government Department**

(LSGD), Govt. of Kerala, focused on the Haritha Karma Sena (HKS), a consortium-based approach with 1,000 consortia and 37,000 members, to highlight citizen's engagement, civic development and involvement of women force and green task force. She stated that 75% biodegradable waste was collected separately by HKS charging a nominal user fee, processed into compost, and distributed as manure to farmers under government institutions. Recyclable waste collected by HKS was recycled while the non-recyclable waste was sent to cement factories. She mentioned that the State had made amendments to the Panchayati Raj to give benefits like health services to HKS.

Open House Discussion

16. Shri Neerabh Kumar Prasad, Chief Secretary, Govt. of Andhra Pradesh, moderated the open house discussion. He mentioned that Andhra Pradesh had started an Environmental Management Department in which they had introduced an online portal to monitor the generation of industrial hazardous waste to bring it to the loop of circular economy. The importance of formalization of collection system for waste was highlighted.

i. Shri Khulli Ram Meena, Chief Secretary, Govt. of Mizoram, mentioned that Aizawl has a varied population and hence needs a different strategy for waste management. Collection and segregation are done by local council, with 40% payment by households and 60% payment by the government. He stated that wet waste collected is utilized for making compost, but they face issues because collected waste also includes plastic. The city is also experimenting with a method of enzymatic water for wet waste management. Another way to tackle this issue is to make Bio CNG, as suggested by Andhra Pradesh. Dry waste collected was sorted at material recovery facility and recovered materials from thereon were being sent to the Dalmia cement factory.

ii. Shri Manoj Kumar Singh, Chief Secretary, Govt. of Uttar Pradesh, mentioned that India has a habit of reuse. Single-use plastic is not collected as it is non-recyclable and requires incineration, while all other materials are recyclable and hence collected. It was also suggested that raw materials for single-use plastic come from outside and hence should be stopped. Organic waste is a significant issue because when composted, it often contains seeds, making it unsuitable for farmers to use. Liquid waste poses an even bigger problem, as allowing sewage to flow into rivers before being treated is not right. Instead, sewage should be directed straight to sewage treatment plants for proper processing. In Andhra Pradesh, there is a suggestion to address this in Tirupati, where the goal is to ensure that 100% of water is reused in the region. Collaboration with scientists is necessary to develop effective solutions for managing liquid waste.

iii. Shri Sudhanshu Pant, Chief Secretary, Govt. of Rajasthan, shared that prior to the widespread use of plastic, cloth bags were commonly used. In Bhavnagar, ships are dismantled, and the metals are repurposed. He emphasized the importance of developing an ecosystem for End-of-life Vehicle (ELV) and e-waste management in his State.

iv. Shri Prabodh Saxena, Chief Secretary, Govt. of Himachal Pradesh, mentioned that the significant influx of tourism and urban migration has led to an increased consumption of processed food packaging and generation of waste. In rural and smaller regions, there is resistance to the establishment of waste management facilities. Therefore, development of alternative waste management solutions tailored to forested or rural areas should be considered.

Summing Up:

17. Shri Neerabh Kumar Prasad, Chief Secretary, Govt. of Andhra Pradesh, presented the way forward. He stated that only industries and governments cannot develop the ecosystem for circularity in waste management. There is a need to work with the citizens as a team. He suggested developing EPR regimes for all waste, undertaking extensive skilling initiatives (referring examples of Telangana, etc.). He stated that through recycling of batteries, India may become the second largest generator of materials/minerals even in the absence of mining. He recommended a roadmap for all to benefit from CE and highlighted the need for expert scientific inputs to improve quality. He suggested the following Action Points:

Recommendation	Action Items	Targets	Timeline
1. Specific Measures To Promote Recycling/ Processing Industry	a. Dedicated Set Up To Achieve Circularity In Wastes	Establish Special Purpose Vehicle for coordinated and integrated waste management	Dec 2025
	b. Incentives For Recycling/ Processing Industry	Providing capital subsidy, interest subvention and other concessions for recycling/ processing industries	Dec 2025
	c. Facilitation In Establishment Of Recycling Units	Recognizing recycling as 'industry' and simplify approvals through a single window facility	Dec 2025
	d. Setting Up Of Recycling Parks	Establish at least one integrated recycling hub for processing and utilization	Dec 2026
2. Actions To Strengthen The Waste Collection For Creating Sustained	a. Integration of SHGs	Integrate Self Help Groups (SHGs) in waste collection and value chain to boost employment	Dec 2025

Employment In Circular Economy Sector			
	b. 100% Registration of (PIBOs)	Ensure registration of all Producers, Importers, and Brand Owners (PIBOs) within their jurisdiction on the centralized online portal	Dec 2025
	c. Establish Robust & Efficient Monitoring System	Put in place digital/ online systems for collection & transportation of waste	Dec 2026
3. Development Of Skills To Meet The Needs And Demands Of Circular Economy Sector	a. Skill Gap Assessment	Action plan for skill gap assessment for circular economy for current & required skill levels and present gap & future demand	June 2025
	b. Preparation of Skill Roadmap	Skill roadmap 2030 as per skill gap assessment – covering, inter alia, skilling infrastructure, training programs, placement	Dec 2025
	c. Sectoral Skilling Courses	Develop at least 5 skilling courses related to identified focus areas of circular economy	Jun 2025
	d. Connect with Industry	Linking ITIs & Polytechnics with recycling industry for technology and employment integration	Dec 2025
4. Transfer Of New/ Emerging Technologies To Recyclers	Facilitate Technology Transfer	Technology transfer from Council of Scientific and Industrial Research (CSIR) labs/technology providers to at least five recyclers/ processors	Jun 2025

Summing Up: Key Takeaways from the Conference

The **Summing Up of the Three-Day Conference** was done by **Chief Secretary, Telangana and Chief Secretary, Uttar Pradesh**. They presented the key takeaways from across sessions as listed below:

Day 1 – Friday, December 13, 2024

Special Session 1: Frontier Technology for Viksit Bharat

Chaired by Debjani Ghosh, Distinguished Fellow, NITI Aayog

Key Takeaways:

- a. Frontier Technologies are transformative and represent the convergence of fields like AI, quantum computing, and bioengineering, offering solutions to global challenges like climate change, healthcare, and food security.
- b. NITI Aayog's Frontier Tech Hub is focusing on the use of AI in Empowering Indians, Industry Transformation, Global Leadership, and Transformative Governance
- c. India has a unique chance to not only adopt but also lead in developing frontier technologies, particularly AI, for inclusive and sustainable growth.
- d. It's crucial for India to transition from being a passive consumer of technology to an active creator, building indigenous capabilities and owning its own frontier models.
- e. India should pioneer the human-centric approach and focus on AI that augments human capabilities rather than replacing humans. This requires prioritizing skilling and education to empower citizens to leverage these technologies.
- f. Developing foundational AI models in Indian languages is essential for inclusive access and effective utilization of AI across diverse communities.
- g. Strong government support is vital, including investment in R&D, fostering collaboration between research institutes and industry, and implementing policies that promote innovation and entrepreneurship in deep tech.
- h. Collaborative efforts are needed to break down silos between ministries, agencies, and stakeholders to maximize resource utilization and ensure effective policy implementation.
- i. Implementing robust and ethical regulations is paramount to mitigate potential risks associated with AI, ensuring responsible development and use.

Special Session 2: Capacity Building through Mission Karmayogi

Chaired by Shri Adil Zainulbhai, Chairman, Capacity Building Commission

Presentations were made on success achieved in large number of enrolments in Rajasthan, Bihar and Andhra Pradesh.

Key Takeaways:

- a. Mission Karmayogi can help States in democratization of learning, citizen-centric programmes and partnerships and strengthening the capacity building ecosystem
- b. The session emphasized that State governments should make efforts to onboard all civil servants onto iGOT and start using the content it offers.
- c. State governments can add state-relevant courses on iGOT and ensure translation into local

- languages. They can also leverage CBC & iGOT network of knowledge and program partners.
- d. State Capacity Building Policy and Capacity Building Plans for Departments/ Urban Local Bodies/ Panchayats can be developed by State Governments.
 - e. State governments can accredit & improve Administrative Training Institutes/State Institute of Rural Development/ Regional and other State Training Institutes (e.g. State Police Institute, Teacher Training Institutes, etc.).
 - f. Karmayogi Competency Model can be utilized by State governments as the foundation to build official capacities and competencies.

Day 2: Saturday, December 14, 2024

Welcome Address by Dr. T.V. Somanathan, Cabinet Secretary

Key Takeaways:

- a. CS conference is a unique opportunity to collaborate and find meaningful solutions.
- b. There is an urgent need to improve employment and the investment environment. In particular, there is a need for addressing state-level challenges like weak law and order, delays and corruption, and bureaucratic inefficiencies.

Action Taken Report by Shri BVR Subrahmanyam, CEO, NITI Aayog

Key Takeaways:

- a. Presented the Action Taken Report of the last 3 CS Conferences. 47% of the 231 Action Items have been completed.
- b. A third-party evaluation of the Action Items has been undertaken by NILERD. According to their report, 63% of Action Points are on track.
- c. Theme-wise sectoral overview provided on the grassroot impact of the CS Conference Action Points on sectors such as School Education, Higher Education, Urban Governance, Women's Empowerment, Health, Property and Electricity.

Introduction of Overarching Theme: Promoting Entrepreneurship, Employment & Skilling – Leveraging the Demographic Dividend by Shri Ajay Seth, Secretary, DEA

Key Takeaways:

- a. Our goal is Sabka Vikas, and we can succeed through Sabka Prayas i.e., by leveraging the Demographic Dividend.
- b. Need to transition from middle income to high income country by focusing on Employment, Entrepreneurship and Skilling.
- c. Our first competition is with the world at large. In the coming years, we will be the third largest economy. Our competition is with the biggest economies in the world – with US and China. We have to get our act together to compete with them. We also need to encourage competition among States in the true sense of cooperative federalism.
- d. Entrepreneurship, Employment & Skilling are the driving wheels for the economy. We need to leverage the demographic dividend and make women-led development as the foundation.

Sub Theme 1: Creating Enabling Ecosystem in Manufacturing – Focus on Tier 2/3 Cities
Chaired by Shri Amardeep Singh Bhatia, Secretary, DPIIT

Presentations on stories from the ground from Uttarakhand, Tamil Nadu, Gujarat and Maharashtra

Key Takeaways:

- a. Manufacturing will play an important role for meeting the goal towards US\$ 30 billion economy towards 2047. A strong manufacturing ecosystem needs to be created.
- b. Key enablers for manufacturing growth in Tier-2 and Tier-3 cities were identified as Building robust Industrial Infrastructure, Facilitating Logistics, Ease of Doing Business reforms, and Building Skilling and Entrepreneurship infrastructure.
- c. Need for optimal utilization of land by State governments and creating land bank by acquisition, with a focus on Tier 2/3 cities.
- d. Sector-specific plug & play infrastructure like has been done in some States, needs to be built by State Governments in Tier 2 and Tier 3 cities
- e. Setting-up commercially viable worker accommodation, including working women's hostels in manufacturing hubs on the lines of SAFE (Site Adjacent Factory Employee) accommodation offered by Tamil Nadu can be a significant step for strengthening the manufacturing ecosystem in tier 2 and tier 3 cities.
- f. Reducing State-level variances in providing consent for establishing manufacturing units will be important for positioning India as a manufacturing hub.
- g. Skilling has to be linked to industry needs. Several States are taking initiatives to upgrade ITIs in partnership with industry players and integrate classroom learning with on-the-job training.

Special Session 3: Economic Reforms in States for Investment

Chaired by Dr. V. Anantha Nageswaran, Chief Economic Advisor, Govt. of India

Key Takeaways:

- a. Key areas that need attention include deregulation, increasing the manufacturing share of GDP, integrating Indian businesses into global value chains, and fostering a robust small and medium enterprise (SME) sector. India lags behind comparable Asian economies in these areas. While the first round of regulatory reforms has achieved significant progress in rationalization, digitization, and decriminalization, challenges remain.
- b. The presentation emphasized the urgency of implementing deregulation measures, preferably immediately. This urgency stems from the challenging global environment, including export challenges, energy concerns, and emission targets. The central government has undertaken steps towards deregulation, including the Business Reform Action Plan and the Jan Vishwas Act.
- c. The roadmap to systematic deregulation involves identifying areas for reform, amending relevant laws and regulations, comparing with other states and international best practices, and systematically accounting for costs. Strategies for deregulation include focusing on legal status, municipal laws, land-related laws, building and construction regulations, labour laws, utilities regulations, transport laws, logistics regulations, agricultural produce and livestock regulations, and environmental and public health laws.

- d. Several examples highlight the potential benefits of deregulation. For instance, removing restrictions on women working night shifts could increase their earning potential. Liberalizing shop and establishment regulations could reduce compliance costs for small businesses. Adopting a data-based approach to reduce road width requirements could facilitate industrial development in rural and peri-urban areas. Modifying parking requirements based on traffic flow and vehicle usage could free up land for industrial use. Setting legal safeguards for enforcement actions, such as providing post-inspection notices and opportunities for representation and redressal, can enhance transparency and fairness. Rationalizing industrial power tariffs can reduce operational costs and attract investments. Encouraging private sector participation in building plan approvals through PPP models can leverage expertise and expedite the process. Increasing the validity of fire safety NOCs and allowing third-party certification can streamline compliance procedures.
- e. Deregulation is an ongoing process. Learning from other countries' experiences, such as creating dedicated agencies for deregulation, can provide valuable insights.

Sub Theme 2: MSME & Informal Employment – Rural Non-Farm

Chaired by Shri Shailesh Kumar Singh, Secretary, Ministry of Rural Development

Presentations were made on the experiences of Assam, Uttarakhand, and Karnataka

Key Takeaways:

- a. Strengthening Skilling and Vocational Education Programmes with a focus on emerging sectors and incorporating advanced technologies
- b. Promoting Rural Entrepreneurship through Rural Entrepreneurial Hubs and Rural Entrepreneurship-Specific Skilling Courses
- c. Increasing Women's & Marginalized groups' Participation in Non-Farm Employment through Incentives for Women and Marginalized Groups and using SHGs as a Vehicle for Empowerment
- d. Global Workforce Integration. For this, Ministry of External Affairs (MEA) can dynamically map the geographies where potential of employment exists. Thereafter, States can map job roles for which skilling to be conducted for external placements.
- e. Improving Digital Infrastructure by creating Rural Data Stack for Digital Infrastructure
- f. Cross-Sectoral Collaboration for Rural Development for which a cell to be created in NITI Aayog and equivalent level in States to facilitate convergence between different Ministries

Sub Theme 3: Opportunities in Green Economy – Renewable Energy

Chaired by Shri Prashant Kumar Singh, Secretary, Ministry of New and Renewable Energy

Presentations were made on the experiences of Rajasthan, Kerala, Uttar Pradesh and Chhattisgarh

Key Takeaways:

- a. Strengthening ecosystem through increased industry participation in designing and facilitating training programmes is vital for Skilling and Employment in the RE Sector.
- b. A robust cohort of well qualified and motivated trainers to deliver courses is a must. For this, it was important to explore avenues for attractive remunerations and opportunities for career development for trainers.

- c. States must ensure that trainings are conducted as per demand and language compatibility
- d. Sustainability of Training is possible through improved placement rates for trainees & Decreased Attrition of trained personnel. For this, States should create Renewable Energy job portals to enable trained manpower to get information about job opportunities
- e. Existing Resource Utilisation is an important step and there is need for certifying persons with transferable skills to Green Sectors, identify new areas and develop courses as per needs
- f. Entrepreneurship Development is important for the RE Sector. For this, policy and ecosystem push is required to develop opportunities for Entrepreneurs. For this, States must create awareness and conduct trainings on opportunities for entrepreneurship in the sector. They can create an enabling ecosystem for clean tech entrepreneurship on the lines of IDEX.
- g. Increased participation of women was important. For this, state level policies such as MSME policy, industrial policy, Start-up policies should have focused incentives for women entrepreneurs.

Special Session: Oxford Study on Impact of PRAGATI in India

Delivered by: Prof. Soumitra Dutta, Dean, Said Business School, University of Oxford

Key Takeaways:

- a. India has made unprecedented progress in the last decade, and that it is important that India's success in pioneering areas like financial inclusion and social services delivery must be documented by international institutions for letting the world know about India breaking new ground in governance and citizen wellbeing. This case study was a contribution in that direction.
- b. PRAGATI can be applied to social infrastructure projects like the Jal Jeevan Mission and Swachh Bharat, speeding up progress. The speaker emphasized the importance of leadership, dedication, hard work, and a shared focus on a higher purpose to achieve this vision.
- c. India as an emerging world power is being looked up to by other countries for help. Platforms like PRAGATI can help India play its role as a world leader and help other countries of the Global South, especially in Africa to achieve success with hard and soft infrastructure projects.

Day 3 – Sunday, December 25, 2024

Sub Theme 4: Creating enabling ecosystem for Services in Tier 2/3 cities

Chaired by Shri S. Krishnan, Secretary, MEITY

Presentations on the success stories of Karnataka, Rajasthan, and Nagaland

Key Takeaways:

- a. India's economic development path has been unique. Unlike many developing nations, India transitioned to a service-based economy without experiencing significant growth in its manufacturing sector. While the service sector is expected to grow, the source emphasizes the need to also develop manufacturing.
- b. Tier 2/3 cities are emerging as potential growth engines for the service sector. These cities offer a lower cost of living and better living conditions compared to tier 1 cities. They are also home to a significant portion of India's startups, graduates, and online shoppers.

- c. Attracting investment to tier 2/3 cities requires creating a "differentiator." This includes improving ease of doing business, providing incentives, and addressing challenges like land acquisition.
- d. Developing a skilled workforce is crucial. Initiatives such as skilling and entrepreneurship programs focused on emerging technologies, academic-industrial collaboration, and soft skill development are essential.
- e. Improving digital infrastructure, particularly internet bandwidth, is essential for the growth of the service sector.
- f. Creating an enabling ecosystem is vital to enhance the service industry in tier 2/3 cities. This involves policy reforms, infrastructure development, investment in education and skilling, and promoting innovation and entrepreneurship.
- g. A multifaceted approach required to harness the potential of India's service sector in tier 2/3 cities. This involves a combination of policy interventions, infrastructure development, skill enhancement, and a focus on creating a business-friendly environment.

Sub Theme 5: MSME & Informal Employment – Urban

Chaired by Shri Das, Secretary, MSME

Presentations on State initiatives in Telangana, Tamil Nadu, Madhya Pradesh, and Assam

Key Takeaways:

- a. The government is actively promoting the formalization of informal businesses through initiatives like GST registration and the Udyam Portal. The goal is to integrate these enterprises into the formal economy, enabling them to access government support and financial services more easily.
- b. With a significant portion of the workforce engaged in the informal sector, India aims to harness this demographic dividend by promoting entrepreneurship and skill development, particularly among youth. Initiatives like the Chief Minister's Atmanirbhar Asom Abhijan (CMAAA) in Assam provide financial aid, training, and handholding support to budding entrepreneurs.
- c. Recognizing the economic potential of smaller towns, Madhya Pradesh targeted these areas under PMSVANidhi for providing micro-loans and support to street vendors.
- d. The rapidly growing gig economy presents both opportunities and challenges. While it provides flexible employment opportunities, concerns remain regarding worker welfare, social security, and skill gaps. Initiatives in Telangana, such as accidental death insurance and microfinance products, aim to address these issues and support gig workers.
- e. Skill development is crucial for equipping the workforce with the skills needed in the evolving job market. Initiatives like Tamil Nadu's "Naan Mudhalvan" programme focus on industry-relevant skill training, incorporating experiential learning and addressing skill gaps in traditional and emerging sectors.
- f. Successful implementation of these initiatives requires collaboration between government agencies, industry stakeholders, and local bodies.

Special Session 4: Creating Cities as Economic Growth Hubs

Chaired by Shri Srinivas R. Katikithala, Secretary, MoHUA

Presentations on experiences and roadmap of Mumbai, Gurugram and Surat

Key Takeaways:

- a. The idea of Economic Growth Hubs was initiated by NITI Aayog's G-Hub initiative.
- b. Plan of Action for City Economic Region (CER) to focus on following principles:
 - i. Paradigm of Geographical Equity
 - ii. Economic Plan
 - iii. Integrated Urban Planning
 - iv. Innovative Infrastructure Investment
 - v. Enhancing Climate Resilience
 - vi. Strengthening Urban Capacities
- c. Central Government can focus on:
 - i. Technology Platforms for Delivery of Digital Public Goods
 - ii. Framework for Greenfield development & Creative Redevelopment of Cities
 - iii. Partnerships with States for Capacity Building & Reforms in Urban Management
 - iv. Density through Strategic Investments – Metro, Bus Rapid Transits, Rapid Rail Transits, High-Speed Rail, Industrial Corridors & Nodes
- d. Centre and States can together:
 - i. Move Away from Business-As-Usual Approach
 - ii. Mainstream Capacity Building
 - iii. Bring in Efficiency through Regulatory Arbitrage

Sub Theme 6: Opportunities in Green Economy – Circular Economy

Chaired by Ms. Leena Nandan, Secretary, MoEFCC

Presentations on stories from the ground from Karnataka, Telangana, Maharashtra, and Kerala

Key Takeaways:

- a. Optimum utilization of resources is crucial due to development, considering growing population, rapid urbanization, climate change, and environmental pollution.
- b. The circular economy promotes resource conservation, reduces the extraction of virgin materials, prioritizes the continuous use of materials through reuse, recovery, and recycling, transforms waste into valuable resources, and creates new opportunities for economic activities, green jobs, and innovations.
- c. Adopting a circular economy path in India could create an annual value of \$624 billion (INR 40 lakh crore) by 2050.
- d. India has introduced Extended Producer Responsibility (EPR) rules for several waste streams, including plastic packaging, e-waste, battery waste, waste tires, and used oil, with plans to expand to other areas like construction and demolition waste.
- e. States and Union Territories have a vital role in promoting the circular economy through industry and sector-specific policies, incentives for expanding the recycling industry, establishing recycling zones/clusters, and integrating the informal sector.

- f. The transition to a circular economy requires addressing challenges related to infrastructure, investment, technology, skills, and informal sector integration.
- g. Key action points include promoting the recycling/processing industry, strengthening waste collection, developing skills to meet the needs of the circular economy sector, and transferring new and emerging technologies to recyclers.

Annexure-I

Fourth National Conference of Chief Secretaries – December 13-15, 2024

S.No	Name of State/UT	Name of Participant	Designation
Participants of Stats/UT			
1	Andaman & Nicobar Island	Shri Chandra Bhushan Kumar	Chief Secretary
2	Andaman & Nicobar Island	Shri Arjun Sharma	Secretary (Rural Development)
3	Andaman & Nicobar Island	Shri Azharuddin Zahiruddin Quazi	Secretary (SVPMC)
4	Andhra Pradesh	Shri Neerabh Kumar Prasad	Chief Secretary
5	Andhra Pradesh	Shri S. Suresh Kumar	Pr. Secretary GADF & Secretary, Infrastructure
6	Andhra Pradesh	Shri D. Ronald Rose	Secretary (Building & Infrastructure), Finance
7	Andhra Pradesh	Shri K. Vijayanand	Special Chief Secretary
8	Arunachal Pradesh	Shri Manish Kumar Gupta	Chief Secretary
9	Arunachal Pradesh	Shri P. Subramanyan	Principal Chief Conservator of Forest cum Head of the Forest Force, Environment, Forest & Climate Change
10	Arunachal Pradesh	Shri Vivek Pandey	Commissioner, Urban Affairs
11	Arunachal Pradesh	Shri Pawan Kumar Sain	Commissioner, Health & Family Welfare
12	Assam	Dr. Ravi Kota	Chief Secretary
13	Assam	Shri B. Kalyan Chakravarthy	Addl. Chief Secretary
14	Assam	Dr Krishna Kumar Dwivedi	Principal Secretary
15	Assam	Shri Ranjan Sarma	Special Commissioner & Secretary
16	Bihar	Shri Amrit Lal Meena	Chief Secretary
17	Bihar	Shri K. Senthil Kumar	Principal Secretary, Planning & Development Dept.
18	Bihar	Shri Lokesh Kumar Singh	Secretary, Rural Development Dept.
19	Bihar	Shri Abhay Kumar Singh	Secretary, Information Technology Dept.

20	Chandigarh	Shri Rajeev Verma	Adviser to the Administrator
21	Chandigarh	Shri Diprava Lakra	Secretary, Finance
22	Chandigarh	Shri Hari Kallikkat	Secretary Information Technology
23	Chandigarh	Shri T.C. Nautiyal	Secretary Science & Technology-cum Director Environment
24	Chhattisgarh	Shri Amitabh Jain	Chief Secretary
25	Chhattisgarh	Smt. Niharika Barik	Principal Secretary (IT & PRD)
26	Chhattisgarh	Shri Rohit Yadav	Secretary (Energy)
27	Chhattisgarh	Shri Rajat Kumar	Secretary (Commerce and Industry)
28	Dadra & Nagar Haveli and Daman & Diu	Shri Amit Singla	Advisor to the Administrator
29	Dadra & Nagar Haveli and Daman & Diu	Dr. Arun T.	Secretary (Health & Family Welfare)
30	Dadra & Nagar Haveli and Daman & Diu	Shri S. Asker Ali	Secretary (Public Works Department)
31	Dadra & Nagar Haveli and Daman & Diu	Dr. Sanjam Singh	Chief Officer, Daman Municipal Council
32	Delhi	Shri Dharmendra	Chief Secretary
33	Delhi	Shri Bipul Pathak	ACS, Industries
34	Delhi	Dr. Ashish Chandra Verma	Addl. Chief Secretary(Finance/Planning)
35	Delhi	Shri A.K. Singh	Pr. Secy. (Environment & Forest)
36	Goa	Dr. V. Candavelou	Chief Secretary
37	Goa	Shri Kamal Datta	Principal Chief Conservator of Forest
38	Goa	Shri Asvin Chandru	Director (Industries)
39	Goa	Shri Stephen Fernandes	Director (New & Renewable Energy)

40	Gujarat	Shri Raj Kumar	Chief Secretary
41	Gujarat	Shir Rajkumar Beniwal	Managing Director, Gujarat Urban Development Company Ltd.
42	Gujarat	Shri Jai Prakash Shivahare	Managing Director, Gujarat Urja Vikas Nigam Ltd
43	Gujarat	Dr. Rahul Babubhai Gupta	Vice-Chairman & Managing Director, Gujarat Industrial Development Corporation (GIDC)
44	Haryana	Shri Vivek Joshi	Chief Secretary
45	Haryana	Shri Apoorva Kumar Singh	Additional Chief Secretary to Govt. Haryana Energy Department.
46	Haryana	Dr. D Suresh	Principal Secretary, Industries & Commerce Department.
47	Haryana	Shri Vivek Aggarwal	Director General & Secretary, Skill Development & Industrial
48	Himachal Pradesh	Shri Prabodh Saxena	Chief Secretary
49	Himachal Pradesh	Dr. Abhishek Jain	Secretary (Planning)
50	Himachal Pradesh	Shri Sandeep Kadam	Secretary (Technical Education)
51	Himachal Pradesh	Dr. Yunus Khan	Commissioner, State Sale Taxes and Excise
52	Jammu & Kashmir	Shri Atal Dulloo	Chief Secretary
53	Jammu & Kashmir	Shri Shailendra Kumar	Principal Secretary, Agriculture Production/ Forest Dept.
54	Jammu & Kashmir	Shri Santosh Dattatraya Naidya	Principal Secretary, Finance / IT Dept.

55	Jammu & Kashmir	Shri Kumar Rajeev Ranjan	Secretary, Labour & Employment /Skill Dev. Dept
56	Jharkhand	Ms. Alka Tiwari	Chief Secretary
57	Jharkhand	Shri. Mast Ram Meena	Principal Secretary, Department of Planning and Development
58	Jharkhand	Shri K. Srinivasan	Secretary, Department of Rural Development
59	Jharkhand	Shri. Jitendra Kumar Singh	Secretary, Department of Industries
60	Karnataka	Dr. Shalini Rajneesh	Chief Secretary
61	Karnataka	Smt. Sreevidya P I	Mission Director, NRLM
62	Karnataka	Dr. Ekroop Caur	Secretary, IT & BT
63	Karnataka	Shri Vipul Bansal	Secretary, C& I (MSME & Mines)
64	Kerala	Smt Sarada Muraleedharan	Chief Secretary
65	Kerala	Dr. Rajan N Khobragade	Additional Chief Secretary
66	Kerala	Smt. Sharmila Mary Joseph	Principal Secretary, Local Self Government (Urban) Dept
67	Kerala	Sri. S Harikishore	Secretary of I&PRD & Secretary of PIEMD
68	Ladakh	Dr. Pawan Kotwal	Adviser to Hon'ble Lt. Governor
69	Ladakh	Shri Sanjeev Khirwar	Principal Secretary to the Administration
70	Ladakh	Shri Vikram Singh Malik	Administrative Secretary to the Administration

71	Ladakh	Dr. Vasanthakumar Namasivayam	Comm & Secretary
72	Lakshadweep	Shri Sandeep Kumar	Advisor to the Administrator
73	Lakshadweep	Shri Vikrant Raja	Secretary (Services), UTLA
74	Madhya Pradesh	Shri Anurag Jain	Chief Secretary
75	Madhya Pradesh	Shri Manu Shrivastava	Additional Chief Secretary, Department of New and Renewable Energy
76	Madhya Pradesh	Shri Sanjay Kumar Shukla	Principal Secretary, Department of Planning, Economics and Statistics; and Department of Urban Development and Housing
77	Madhya Pradesh	Shri Raghwendra Singh	Principal Secretary, Department of Industry Policy, Investment Promotion, & Department of MSME
78	Maharashtra	Smt. Sujata Saunik	Chief Secretary
79	Maharashtra	Dr. Rajagopal Devara	Additional Chief Secretary and Development Commissioner Planning Department
80	Maharashtra	Smt. Abha Shukla	Additional Chief Secretary Energy Industries, Energy & Labour Department
81	Maharashtra	Shri Eknath Rajaram Dawale	Principal Secretary Rural Development Department
82	Manipur	Dr. Vineet Joshi	Chief Secretary
83	Manipur	Shri Arunkumar Sinha	Principal Secretary (Trade, Commerce & Industry), Government of Manipur
84	Manipur	Shri Sumant Singh	Commissioner-cum Secretary, Government of Manipur

85	Manipur	Dr. Shailesh Kumar Chourasia	Secretary (Power) & State Nodal officer (CS Conference),
86	Meghalaya	Shri Donald Phillips Wahlang	Chief Secretary
87	Meghalaya	Shri Ram Kumar S	Secretary, Health & Family Welfare
88	Meghalaya	Dr. Joram Beda	Commissioner & Secretary Planning Investment Promotion & Sustainable Development.
89	Meghalaya	Shri. Pravin Bakshi	Commissioner & Secretary, IT & Communications Dept.
90	Mizoram	Shri Khilli Ram Meena	Chief Secretary
91	Mizoram	Shri R Zarzosanga	Commissioner & Secretary, Rural Development Department
92	Mizoram	Shri Lalmalsawma Pachuau	Secretary, Planning / UD&PA Department
93	Mizoram	Shri K. Lalthawmmawia	Comm & Secretary
94	Nagaland	Dr. J. Alam	Chief Secretary
95	Nagaland	Shri Shanavas C	Secretary (Industries & Commerce Department)
96	Nagaland	Er. Sabou Yashu	Director (Information Technology & Communication)
97	Nagaland	Shri Kekhrievor Kevichusa	Commissioner & Secretary (Urban Development & Municipal Affairs)
98	Odisha	Shri Manoj Ahuja	Chief Secretary
99	Odisha	Shri Satyabrata Sahu	Additional Chief Secretary, Home, FE&CC Department

100	Odisha	Shri Hemant Sharma	Principal Secretary, Industries/ MSME Department
101	Odisha	Shri. Vishal Kumar Dev	Principal Secretary, Energy / E&IT Department
102	Puducherry	Dr. Sharat Chauhan	Chief Secretary
103	Puducherry	Shri. Jayanta Kumar Ray	Secretary to Government (Public Works)
104	Puducherry	Shri P. Jawahar	Commissioner-cum-Secretary to Government (Education)
105	Puducherry	Shri R. Kesavan	Secretary to Government (TCP)
106	Punjab	Shri K A P Sinha	Chief Secretary
107	Punjab	Shri Alok Shekhar	Additional Chief Secretary, Department of Social Justice, Empowerment & Minorities
108	Punjab	Shri Tejveer Singh	Additional Chief Secretary, Industries & Commerce
109	Punjab	Shri Baldev Singh Sran	Chairman cum Managing Director, PSPCL
110	Rajasthan	Shri Sudhansh Pant	Chief Secretary
111	Rajasthan	Shri Akhil Arora	ACS, Finance
112	Rajasthan	Shri Vaibhav Galriya	Prin Secy, Urban Development & Housing
113	Rajasthan	Shri Alok	ACS, Energy
114	Sikkim	Shri V. B. Pathak	Chief Secretary
115	Sikkim	Shri Jitendra Singh Raje	Commissioner cum Secretary

116	Sikkim	Shri Karma D Youtso	Secretary
117	Sikkim	Shri Karma Namgyal Bhutia	Secretary
118	Tamil Nadu	Thiru N. Muruganandam	Chief Secretary
119	Tamil Nadu	Shri V. Arun Roy	Secretary to Govt. Industries, Investment Promotion and Commerce Department
120	Tamil Nadu	Innocent Divya	Managing Director, Tamil Nadu Skill Development Corporation
121	Tamil Nadu	S. Aneesh Sekhar	Managing Director, Tamil Nadu Green Energy Corporation Limited
122	Telangana	Smt. A. Santhi Kumari	Chief Secretary
123	Telangana	Shri Jayesh Ranjan	Spl. CS, Industries & Commerce Dept and ITE&C Dept.
124	Telangana	Shri Sanjay Kumar	Principal Secretary to Govt., Labour Employment Training & Factories Department
125	Telangana	Shri Sandeep Kumar Sultania	Principal Secretary, Energy Dept
126	Tripura	Shri Jitendra Kumar Sinha	Chief Secretary
127	Tripura	Shri. Gitte Kirankumar Dinkarrao	Secretary, Industries & Commerce, IT
128	Tripura	Shri. Abhishek Singh	Secretary, Power, Urban Development
129	Tripura	Dr. K. Sasikumar	Secretary, Science, Technology & Environment
130	Uttar Pradesh	Shri Manoj Kumar Singh	Chief Secretary

131	Uttar Pradesh	Shri Alok Kumar	Principal Secretary, M.S.M.E. & Export Promotion Dept
132	Uttar Pradesh	Shri Anil Kumar	Principal Secretary, Forest, Environment & Climate Change Dept.
133	Uttar Pradesh	Shri Anupam Shukla	Special Secretary, Non-Renewable Energy Source Dept.
134	Uttarakhand	Smt. Radha Raturi	Chief Secretary
135	Uttarakhand	Dr. R. Meenakshi Sundaram	Secretary
136	Uttarakhand	Shri R.K. Sudhanshu	Principal Secretary
137	Uttarakhand	Shri C. Ravishankar	Additional Secretary
138	West Bengal	Dr. Manoj Pant	Chief Secretary
139	West Bengal	Shri Rajesh Pandey	Principal Secretary, Micro, Small & Medium Enterprises and Textiles Department
140	West Bengal	Shri Onkar Singh Meena	Principal Secretary, Agriculture Department with additional charge of Principal Secretary, Agricultural Marketing Department
141	West Bengal	Ms. Nandini Chakravorty	Additional Chief Secretary
Prime Minister's Office			
142	PMO	Dr. P. K. Mishra	Principal Secretary to PM
143	PMO	Shri Amit Khare	Advisor to PM
144	PMO	Shri Tarun Kapoor	Advisor to PM
145	PMO	Shri Arvind Shrivastava	Additional Secretary to PM
146	PMO	Shri Hari Ranjan Rao	Additional Secretary to PM
147	PMO	Shri Atish Chandra	Additional Secretary to PM
148	PMO	Shri Amit Singh Negi	Additional Secretary to PM
149	PMO	Shri Subhasish Panda	Additional Secretary to PM

150	PMO	Shri Deepak Mittal	Joint Secretary to PM
151	PMO	Shri C. Sridhar	Joint Secretary to PM
152	PMO	Shri Saurabh Shukla	Director
153	PMO	Ms. Shweta Singh	Director
154	PMO	Ms. Shobana Pramod	Director
155	PMO	Shri Rajesh Kumar Sahu	Deputy Secretary
156	PMO	Shri Pathiban P	Deputy Secretary
157	PMO	Shri Rugved Milind Thakur	Deputy Secretary
158	PMO	Ms Pooja Jain	Deputy Secretary
159	PMO	Shri Reghu G	Deputy Secretary
160	PMO	Ms. Reshma Rahunathan Nair	Deputy Secretary
161	PMO	Mangesh Ghildiyal	Deputy Secretary
162	PMO	Shri Vipin Kumar	Deputy Secretary
163	PMO	Shri Chandramohan Thakur	Deputy Secretary
164	PMO	Ms Nidhi Tiwari	Deputy Secretary
165	PMO	Ms Manmeet Kaur	Deputy Secretary
166	PMO	Shri Ved Jyoti	Deputy Secretary
167	PMO	Shri Omkar Nath	Personal Assistant to Joint Secretary
168	PMO	Shri Lalit Mohan	Personal Assistant to Deputy Secretary
Cabinet Secretariat			
169	Cabinet Secretariat	Dr. T. V. Somanathan	Cabinet Secretary
170	Cabinet Secretariat	Shri Satendra Singh	Additional Secretary
171	Cabinet Secretariat	Shri Umamaheshwaran	PPS to CS
172	Cabinet Secretariat	Shri Punit Kansal	Additional Secretary
173	Cabinet Secretariat	Shri Rahul Sharma	Additional Secretary
174	Cabinet Secretariat	Mrs. Nila Mohanan	Joint Secretary
175	Cabinet Secretariat	Mrs. Anita Tripathi	Director
176	Cabinet Secretariat	Ms Vandana Gurnani	Secretary, Coordination
Central Ministries			
Promoting Entrepreneurship, Employment & Skilling - Leveraging the Demographic Dividend			
177	Government of India	Shri Ajay Seth	Secretary, DEA
178	Government of India	Sh. Amardeep Singh Bhatia	Secretary, DPIIT
179	Government of India	Shri S. Krishnan	Secretary, Ministry of Electronics and IT
180	Government of India	Shri S.C.L. Das	Secretary, MSME
181	Government of India	Shri Shailesh Kumar Singh	Secretary, Ministry of Rural Development

182	Government of India	Shri Prashant Kumar Singh	Secretary, Ministry of New & Renewable Energy
183	Government of India	Smt. Leena Nandan	Secretary, MoEFCC
Organising Committee			
184	Government of India	Shri Tuhin Kanta Pandey	Secretary, DoPT
185	Government of India	Shri Katikithala Srinivas	Secretary, MoHUA
186	Government of India	Shri Sanjay Kumar	Secretary, School Education & Literacy
187	Government of India	Ms. Debashree Mukherjee	Secretary, WR, RD & Ganga Rejuvenation
Thematic Secretaries			
188	Government of India	Shri Devesh Chaturvedi	Secretary, Agriculture & Farmers Welfare
189	Government of India	Shri Amit Yadav	Secretary, Social Justice & Empowerment
190	Government of India	Shri Atul Kumar Tiwari	Secretary, Ministry of Skill Development & Entrepreneurship
Secretaries for ATR Sessions			
191	Government of India	Shri Anil Malik	Secretary, Women & Child Development
192	Government of India	Ms. Punya Salila Srivastava	Secretary, Ministry of Health & Family Welfare
193	Government of India	Shri Manoj Joshi	Secretary, Department of Land Resources
194	Government of India	Shri Pankaj Agarwal	Secretary, Ministry of Power
195	Government of India	Shri Ashok K. K. Meena	Secretary, Department of Drinking Water & Sanitation
Rapporteur			
196	Government of India	Shri Baldeo Purushartha	Addl Secretary, DEA
197	Government of India	Shri Ateesh Kumar Singh	Joint Secretary, MSME
198	Government of India	Shri Sudeep Jain	Additional Secretary, MNRE
199	Government of India	Shri Agrim Kaushal	Economic Advisor, Department for Promotion of Industry & Internal Trade (DPIIT)
200	Government of India	Shri Naresh Pal Gangwar	Additional Secretary, MoEFCC
201	Government of India	Ms. Smriti Sharan	Joint Secretary, Department of Rural Development
202	Government of India	Shri Abhishek Singh	Additional Secretary, MeitY

203	Government of India	Ms. D. Thara	Additional Secretary, MoHUA
Sub theme Session wise Participants			
1. Manufacturing			
204	Gujarat	Dr. Rahul Gupta	VC & MD, Gujarat Industrial Development Corporation
205	Maharashtra	Dr. Harshdeep Kamble	Principal Secretary (Industries)
2. Services			
206	Rajasthan	Shri Ravi Jain	Secretary, Tourism
3. Rural Non-Farm			
207	Assam	Smt. Masanda Magdalin Pertin	Deputy Commissioner, District Kokrajhar
208	Uttarakhand	Smt. Radhika Jha	Secretary, Rural Development
4. Urban			
5. Renewable Energy			
209	Kerala	Shri K.R. Jyothilal	ACS, Energy
210	Uttar Pradesh	Shri Narendra Bhooshan	Principal Secretary (Energy)
6. Circular Economy			
211	Maharashtra	Shri Pravin Darade	Environment Department
Special Session Wise Participants			
1. Frontier Technology for Viksit Bharat			
212	NITI Aayog	Ms. Debjani Ghosh	Distinguished Fellow, NITI Aayog
213	External Expert	Shri Manish Gupta	Head, Google DeepMind - India
214	External Expert	Shri Mukesh Bansal	Serial Entrepreneur, Investor and Author
215	External Expert	Ms. Vrinda Kapoor	CEO, Bharat Semi & 3rdiTech
2. Capacity Building through Mission Karmayogi			
216	Government of India	Shri Adil Zainulbhai	Chairman, CBC
217	Government of India	Dr. R. Balasubramaniam	Member, CBC
218	Bihar	Shri K.K. Pathak	Director General, BIPARD
3. Developing Cities as Economic Growth Hubs			
219	Maharashtra	Dr. Sanjay Mukherjee	Commissioner, MMRDA
4. Economic Reforms in States for Investment			
220	Government of India	Dr. V. Anantha Nageswaran	Chief Economic Adviser
Additional Session			
221	External Expert	Prof. Soumitra Dutta	Dean, Said Business School, University of Oxford
222	External Expert	M. Hari Menon	Director, India Country Office, BMGF

District Collectors - Compering Duties			
223	Punjab	Ms. Sakshi Sawhney	DC, Amritsar
224	Uttar Pradesh	Ms Divya Mital	DM, Deoria
225	Maadya Pradesh	Shri Priyank Mishra	DM, Dhar
226	Bihar	Thiyagarajan S.M.	DM, Gaya
NITI Aayog			
227	NITI Aayog	Shri Suman K. Bery	Vice Chairman
228	NITI Aayog	Dr. Vijay Kumar Saraswat	Member
229	NITI Aayog	Prof. Ramesh Chand	Member
230	NITI Aayog	Dr. Vinod Kumar Paul	Member
231	NITI Aayog	Dr. Arvind Virmani	Member
232	NITI Aayog	Shri BVR Subrahmanyam	CEO
233	NITI Aayog	Ms. Nidhi Chhibber	DG, DME0
234	NITI Aayog	Ms. Gitanjali Gupta	Additional Secretary
235	NITI Aayog	Ms. Anna Roy	Principal Economic Adviser and Programme Director (Urban)
236	NITI Aayog	Shri Anurag Goyal	Senior Adviser and Programme Director (PFPA)
237	NITI Aayog	Shri Ishtiyaque Ahmed	Programme Director (Industry)
238	NITI Aayog	Shri Jayant Singh	Adviser and Programme Director (RD- Rural Non-Farm)
239	NITI Aayog	Shri Surender Mehra	Adviser and Programme Director (S&T) - Circular Economy
240	NITI Aayog	Shri Rajnath Ram	Advsier (Power) - Renewable Energy
241	NITI Aayog	Ms. Sonia Pant	Adviser and Programme Director (Services)
242	NITI Aayog	Dr. Anshu Bhardwaj	Programme Director (Green Transition & Climate)
243	NITI Aayog	Ms. Urmila	Director
244	NITI Aayog	Dr. Shashank Shah	Senior Specialist
245	NITI Aayog	Dr. Sakshi Khurana	Senior Specialist
246	NITI Aayog	Shri Abhishek Mukherjee	Research Officer
247	NITI Aayog	Shri Rahul Kumar Meena	Consultant Grade -II
248	NITI Aayog	Ms. Sonia Muradia Sharma	Consultant Grade -II
249	NITI Aayog	Ms. Oshin Dharap	Consultant Grade -I
250	NITI Aayog	Ms. Mini Rani Sharma	Consultant Grade -I

