



सत्यमेव जयते

NITI Aayog



ANNUAL REPORT

2025 - 26

www.niti.gov.in



सत्यमेव जयते

NITI Aayog

ANNUAL REPORT

— 2025-26 —

ABBREVIATIONS

ABP	Aspirational Blocks Programme
ACIC	Atal Community Innovation Centre
ADB	Asian Development Bank
ADP	Aspirational Districts Programme
AEDP	AIM Ecosystem Development Program
AI	Artificial Intelligence
AIC	Atal Incubation Centers
AIC-IISER	Atal Incubation Centre - Indian Institute of Science Education and Research
AIC-JIT	Atal Incubation Centre – Jyothy Institute of Technology Foundation
AIC-SKU	Atal Incubation Centre - Sri Krishnadevaraya University
AICTE	All India Council for Technical Education
AIIMS	All India Institute of Medical Sciences
AIM	Atal Innovation Mission
AMA	Authorized Medical Attendants
AMCHAM	American Chamber
AMD	Advanced Micro Devices
ANIC	Atal New India Challenge
ANIIT	Andaman Nicobar Islands Institution for Transformation
ANRF	Anusandhan National Research Foundation
A-PAG	Air Pollution Action Group
APAR	Annual Performance Appraisal Report
APEA	Asia Pacific Evaluation Association
ASIL	Atal Sectoral Innovation Launchpads
ASR	Alluri Sitharama Raju
ASSET	Accelerating Sustainable State Energy Transitions
ATE	Associated Textile Engineers
ATL	Atal Tinkering Labs
AYUSH	Ayurveda Yoga & Naturopathy Unani Siddha Homoeopathy
BCG	Boston Consulting Group
BCPPER	Bhubaneswar-Cuttack-Paradeep-Puri Region
BIPARD	Bihar Institute of Public Administration & Rural Development
BIS	Bureau of Indian Standards
BMGF	Bill and Melinda Gates Foundation
BOT	Build-Operate-Transfer

BTC	Bodoland Tribal Council
CAQM	Commission for Air Quality Management
CBAMs	Carbon Border Adjustment Mechanisms
CBC	Capacity Building Commission
CBDT	Central Board of Direct Taxes
CBG	Compressed Bio-Gas
CBSE	Central Board of Secondary Education
CCTS	Carbon Credit Trading Scheme
CCUS	Carbon Capture, Utilisation & Storage
CDR	Carbon Dioxide Removal
CDSCO	Central Drugs Standard Control Organization
CEE	Committee on Establishment Expenditure
CEEW	Council on Energy, Environment and Water
CEIC	China Economic Information Center
CEO	Chief Executive Officer
CGHS	Central Government Health Scheme
CGTP	Consultative Group on Tax Policy
CHRD-SAS	Centre for Health Research and Development, Society for Applied Studies
CII	Confederation of Indian Industry
CITaG	Centre for Innovation and Transformation in Governance
CM	Career Management
CMIE	Centre for Monitoring Indian Economy
CO₂	Carbon Dioxide
CoC	Champions of Change
COLIC	Central Official Language Implementation Committee
CoP	Conferences of the Parties
COP30	30th Session of the Conference of the Parties
CPDM -IIM-U	Centre for Development Policy and Management, Indian Institute of Management Udaipur
CPGRAMS	Centralised Public Grievance Redress and Monitoring System
CPOs	Charge Point Operators
CPSEs	Central Public Sector Enterprises
CREMOD	Commission for Reflection on the Decentralised Governance Model
CS	Central Sector
CSC	Common Service Centres
CSEP	Centre for Social and Economic Progress
CSIR	Council of Scientific and Industrial Research

CSR	Corporate Social Responsibility
CSS	Centrally Sponsored Scheme
CSSDA	Chhattisgarh State Skill Development Authority
CSSs	Centrally Sponsored Schemes
DAE	Department of Atomic Energy
DBFOT	Design, Build, Finance, Operate and Transfer
DBT	Department of Biotechnology
DBT BIRAC	Department of Biotechnology- Biotechnology Industry Research Assistance Council
DC	District Collector
DDG	Deputy Director General
DDGs	Detailed Demand for Grants
DDWS	Department of Drinking Water and Sanitation
DELNET	Developing Library Network
DFCCIL	Dedicated Freight Corridor Corporation of India Limited
DFPD	Department of Food and Public Distribution
DFS	Department of Financial Services
DG	Director General
DGQI	Data Governance Quality Index
DHTI	Defence Headquarters Training Institute
DIB	Delegated Investment Board
DIETs	District Institute of Education and Training
DIY	Do It Yourself
DM	District Magistrate
DMA	Data Management and Analysis
DMEO	Development Monitoring and Evaluation Organisation
DoLR	Department of Land Resources
DoPT	Department of Personnel and Training
DOS	Department of Space
DoSEL	Department of School Education & Literacy
DoWR	Department of Water Resources
DPIIT	Department for Promotion of Industry and Internal Trade
DPR	Detailed Project Report
DRDO	Defence Research and Development Organisation
DSIR	Department of Scientific and Industrial Research
DST	Department of Science & Technology
DTU	Technical University of Denmark

DX	Digital Transformation
E&F I	Economics & Finance I
E&F II	Economics & Finance II
EAG	Expert Advisory Group
EBCs	Economically Backward Classes
EBR	Expanded Board of Railways
EC	European Commission
ECCE	Early Childhood Care and Education
ECOI	Evaluation Community of India
ECOSOC	Economic and Social Council
EEZ	Exclusive Economic Zone
E-FAST	Electric Freight Accelerator for Sustainable Transport
EFC	Expenditure Finance Committee
e-HRMS	Electronic-Human Resource Management System
ELT	End-of-Life Tyre
ELVs	End-of-Life Vehicles
e-MHDVs	Electric Medium and Heavy-Duty Vehicles
EoDB	Ease of Doing Business
EoDR	Ease of Doing Research
EPI	Export Preparedness Index
EPR	Extended Producer Responsibility
ESG	Environmental, Social, and Governance
ESTIC	Emerging Science, Technology, and Innovation Conclave
EU	European Union
EU ETS	EU Emissions Trading System
EV	Electric Vehicles
EWS	Economically Weaker Section
FAO	Food and Agriculture Organisation
FCDO	The Foreign, Commonwealth and Development Office
FCRA	Foreign Contribution (Regulation) Act
FDI	Foreign Direct Investment
FED	Foundation for Economic Development
FICCI	Federation of Indian Chambers of Commerce and Industry
FPOs	Farmer-Producer Organisation
FPSs	Fair Price Shops
FSID	Foundation for Science, Innovation and Development
FSSAI	Food Safety and Standards Authority of India

FTAs	Free Trade Agreements
FTH	Frontier Tech Hub
FY	Financial Year
FYDON	Free Youth Democratic Organisation Nepal
G20	Group of Twenty
GCS&C	Governing Council Secretariat & Coordination
GFF	Global Fintech Fest
GHG	Greenhouse Gas
GIL	Government Innovation Lab
GIRG	Global Indices for Reforms and Growth
GIs	Global Indices
GIZ	Gesellschaft for Internationale Zusammenarbeit
GJEPC	Gem & Jewellery Export Promotion Council
GoI	Government of India
GR	Ganga Rejuvenation
GRIT	Gujarat Rajya Institution for Transformation
GSDP	Green and Sustainable Development Partnership
GSI	Geological Survey of India
GST	Goods and Services Tax
GUJCOST	Gujarat Council on Science and Technology
GVA	Gross Value Added
GVCs	Global Value Chains
HAM	Hybrid Annuity Mode
HCRPI	Hill City Regions Planning Initiative
HEIs	Higher Education Institutions
HINDALCO	Hindustan Aluminium Corporation Limited
HITES	HLL Infra Tech Services Limited
HLC	High-Level Committee
HLC-NFRR	High-Level Committee on Non-Financial Regulatory Reforms
HLC-VB	High-Level Committee on Implementation of Viksit Bharat Goals
HLPF	High-Level Political Forum
HSRC	Himalayan States Regional Council
IAS	Indian Administrative Service
ICAR	Indian Council of Agricultural Research
ICDK	Innovation Centre Denmark
ICDS	Integrated Child Development Services
ICE	Internal Combustion Engine

ICMR	Indian Council of Medical Research
ICRIER	Indian Council for Research on International Economic Relations
IEA	International Energy Agency
IEEE	Institute of Electrical and Electronics Engineers
IEMI	India Electric Mobility Index
IEO	Independent Evaluation Office
IESS	India Energy Security Scenario
IFC	International Finance Corporation
IFCs	Institutes for Collaboration
IFFCO	Indian Farmers Fertiliser Cooperative Limited
IFS	Indian Foreign Service
IHR	Indian Himalayan Region
IIFM	Indian Institute of Forest Management
IIT	Indian Institute of Information Technology.
IIM	Indian Institute of Management
IIS	Indian Institute of Skills
IIT	Indian Institute of Technology
ILO	International Labour Organisation
IMF	International Monetary Fund
IMMT	Institute of Minerals & Materials Technology
INR	Indian Rupee
INSA	Indian National Science Academy
INTA	International Trade Affairs
IP4Youth	Intellectual Property for Youth
IPR	Intellectual Property Rights
ISB	Indian School of Business
ISS	Indian Statistical Service
ISTM	Institute of Secretariat Training and Management
ITA	Institute for Transforming Arunachal
ITEC	Indian Technical and Economic Cooperation Programme
ITIs	Industrial Training Institutes
JECRC	Jaipur Engineering College & Research Centre
JJM	Jal Jeevan Mission
JNARDDC	Jawaharlal Nehru Aluminium Research, Development and Design Centre
JNU	Jawaharlal Nehru University
J-PAL	Abdul Latif Jameel Poverty Action Lab
JSC	Joint Steering Committee

KAATC	Karbi Anglong Tribal Council
KIH	Knowledge Innovation Hub
KIP	Know India Programme
KPIs	Key Performance Indicators
KSEBL	Kerala State Electricity Board Ltd.
KSPPC	Karnataka State Policy and Planning Commission
KVR	Kashi Vindhya Region
LBSNAA	Lal Bahadur Shastri National Academy of Administration
LCA	Life Cycle Assessment
LFOF	Let's Fix Our Food
LIB	Li-Ion Batteries
LIG	Low-Income Group
LIPI	Language Inclusive Program of Innovation
LKIs	Lead Knowledge Institutions
LLP	Limited Liability Partnership
LNOB	Leaving No One Behind
LWE	Left-Wing Extremism
MCAs	Model Concession Agreements
MCT	Mid-Career Training
MD	Mission Director
MDoNER	Ministry of Development of North Eastern Region
MegDAP	Meghalaya Data and Analytics Platform
MHA	Ministry of Home Affairs
MIS	Moody's Investors Service
MITRA	Maharashtra Institution for Transformation
ML	Machine Learning
MMLPs	Multi Modal Logistics Parks
MMR	Mumbai Metropolitan Region
MoAFW	Ministry of Agriculture & Farmers Welfare
MOC	Memorandum of Cooperation
MoEFCC	Ministry of Environment, Forest and Climate Change
MoES	Ministry of Earth Sciences
MoHUA	Ministry of Housing and Urban Affairs
MoLE	Ministry of Labour & Employment
MOP	Manual of Office Procedure
MoPR	Ministry of Panchayati Raj
MoRD	Ministry of Rural Development

MoRTH	Ministry of Road Transport and Highways
MoSPI	Ministry of Statistics and Programme Implementation
MoU	Memorandum of Understanding
MoWCD	Ministry of Women and Child Development
MPI	Multidimensional Poverty Index
MPRNA	Madhya Pradesh Rajya NITI Aayog
MRO	Maintenance, Repair and Overhaul
MSDE	Ministry of Skill Development & Entrepreneurship
MSME	Micro, Small, and Medium Enterprises
MTPA	Million Tonnes per Annum
NABARD	National Bank for Agriculture and Rural Development
NAFED	National Agricultural Cooperative Marketing Federation of India Ltd
NALCO	National Aluminium Company
NAMTECH	New Age Makers' Institute of Technology.
NASSCOM	National Association of Software and Service Companies
NATS	National Apprenticeship Training Scheme
NCAER	National Council of Applied Economic Research
NCCM	National Critical Mineral Mission
NCDEX	National Commodity & Derivatives Exchange Limited
NCERT	National Council of Educational Research and Training
NCR	National Capital Region
NCTE	National Council for Teacher Education
NDAP	National Data & Analytics Platform
NDB	New Development Bank
NDC	National Development Council
NEC	North Eastern Council
NeGD	National e-Governance Division
NEM	Nuclear Energy Mission
NEP	New Education Policy
NER	Net Energy Ratio
NESIDS	North East Special Infrastructure Development Scheme
NEvolution	North East Evolution
NGDA	Next Generation Digital Action
NGO	Non-Governmental Organisation
NIDI	National Initiative for Design Innovation
NIEPA	National Institute of Educational Planning and Administration
NILERD	National Institute of Labour Economics Research and Development

NIoT	Nagaland Institute of Transformation
NIRDPR	National Institute of Rural Development and Panchayati Raj
NIScPR	National Institute of Science Communication and Policy Research
NITI	National Institution for Transforming India
NIUA	National Institute of Urban Affairs
NMF	National Maritime Foundation
NML	National Metallurgical Laboratory
NMM	National Manufacturing Mission
NMP	National Monetisation Pipeline
NPCCSCB	National Programme for Civil Services Capacity Building
NPG	Network Planning Group
NPOs	Non-Profit Organisations
NPPA	National Pharmaceutical Pricing Authority
NSSTA	National Statistical Systems Training Academy
NUP	New Urea Policy
NYT	New York Times
O&M	Operations and Maintenance
OAMS	Online Assurance Monitoring System
OBCs	Other Backward Classes
OEMs	Original Equipment Manufacturers
OLIC	Official Language Implementation Committee
OOMF	Output-Outcome Monitoring Framework
OSD	Officer on Special Duty
OSR	Own Source Revenue
PACS	Primary Agricultural Credit Societies
PAMD	Project Appraisal and Management Division
PDC	Punjab Development Commission
PEO	Programme Evaluation Organisation
PESO	Petroleum and Explosives Safety Organisation
PFMS	Public Financial Management System
PFPA	Public Finance and Policy Analysis
PGRLs	Personalised Guidance Recommendation Letters
PhD	Doctor of Philosophy
PHFI	Public Health Foundation of India
PIB	Press Information Bureau
PIO	People of Indian Origin
PIU	Programme Implementation Unit

PLFS	Periodic Labour Force Survey
PMAY	Pradhan Mantri Awaas Yojana.
PMBI	Pharmaceuticals & Medical Devices Bureau of India
PMDDKY	Pradhan Mantri Dhan-Dhaanya Krishi Yojana
PM-DevINE	Prime Minister’s Development Initiative for North East Region
PM-JANMAN	Pradhan Mantri Janjati Adivasi Nyaya Maha Abhiyan
PMO	Prime Minister’s Office
PPP	Public Private Partnership
PPRs	Preliminary-Project Reports
PQ	Parliament Question
PRIs	Panchayati Raj Institutions
PSUs	Public Sector Undertakings
PVTG	Particularly Vulnerable Tribal Groups
PWD	Persons with Disabilities
QCOs	Quality Control Orders
R&D	Research and Development
R&N	Research and Networking
RCE	Revised Cost Estimate
RD	Rural Development
RDMEOs	Regional Development Monitoring and Evaluation Offices
REEs	Rare Earth Elements
RITI	Rajasthan Institute of Transformation and Innovation
RSET	Rajagiri School of Engineering & Technology
RSIC	Rural Skilling & Innovation Centres
RSNA	Research Scheme of NITI Aayog
RTI	Right to Information
RVSFs	Registered Vehicle Scrapping Facilities
RWB	Rejuvenation of Water Bodies
S&T	Science & Technology
SAF	Sustainable Aviation Fuel
SAG	Senior Administrative Grade
SCO	Shanghai Cooperation Organisation
SCs	Scheduled Castes
SDAP	State Data and Analytics Platform
SDE	Skill Development and Employment
SDGs	Sustainable Development Goals
SDP	Special Development Package

SECI	State Energy Climate Index
SER	Surat Economic Region
SETU	State Institute for Empowering and Transforming Uttarakhand
SFC	Standing Finance Committee
SHANTI	Sustainable Harnessing and Advancement of Nuclear Energy for Transforming India
SIM	State Innovation Mission
SIT	State Institutions for Transformation
SITA	State Innovation and Transformation Aayog
SITAP	State Institution for Transformation - Andhra Pradesh
SIT-M	State Institute for Transformation, Mizoram
SIT-S	State Institute for Transformation, Sikkim
SMC	Senior Management Council
SMRs	Small Modular Reactors
SoIs	Statement of Intent
SOMs	Senior Officers Meetings
SPA	School of Planning and Architecture
SPAC	Scientific Project Appraisal Committee
SPUs	State Public Universities
SRM	Solar Radiation Management
SSCBS	Shaheed Sukhdev College of Business Studies
SSM	State Support Mission
STC	State Transformation Commission
STEM	Science, Technology, Engineering, and Mathematics
STI	Science, Technology, and Innovation
STPs	Sewage Treatment Plants
STs	Scheduled Tribes
T&A	Textile and Apparel
TEIs	Teacher Education Institutions
TIFT	Tripura Institution for Transformation
TNA	Training Needs Assessment
ToR	Terms of Reference
TRLs	Technology Readiness Levels
UAE	United Arab Emirates
UIG	University–Industry–Government
UKIIFB	UK–India Infrastructure Financing Bridge
UNDP	United Nations Development Programme

UNESCO	United Nations Educational, Scientific and Cultural Organization
UNICEF	United Nations Children’s Fund
UNOPS	United Nations Office for Project Services
UNSDCF	United Nation Sustainable Development Cooperation Framework
URSB	Uganda Registration Services Bureau
USA	United States of America
UTs	Union Territories
VAC	Voluntary Action Cell
VBSR	Viksit Bharat Strategy Room
VCMs	Voluntary Carbon Markets
VER	Vishakhapatnam Economic Region
VGf	Viability Gap Funding
VNR	Voluntary National Review
VOs	Voluntary Organisations
VPPL	Vadhvan Port Project Limited
WASH	Water, Sanitation, and Hygiene
WBG	World Bank Group
WEF	World Economic Forum
WEP	Women Entrepreneurship Platform
WFP	World Food Programme
WGs	Working Groups
WHO	World Health Organisation
WINGS	Women and Infants Integrated Interventions for Growth Study
WIPO	World Intellectual Property Organisation
WRI	World Resources Institute
WSC	World Skill Center
WSSD	World Summit for Social Development
WTO	World Trade Organisation
WUE	Water Use Efficiency
YASHADA	Yashwantrao Chavan Academy of Development Administration
YPs	Young Professionals

TABLE OF CONTENT



SECTION 1 NITI AAYOG FRAMEWORK

• Constitution	2
• Objectives and Features	5
• Appointments	6
• Programme/Subject Allocation	6
• Governing Council of NITI Aayog	8
• Fifth National Conference of Chief Secretaries	10



SECTION 2 NITI FOR STATES

• Aspirational Districts Programme	13
• Aspirational Blocks Programme	13
• State Support Mission	22
• High Level Engagement with States and Union Territories	25
• NITI for States Platform	27
• Visioning Exercise for States@2047	29
• NITI-State Workshop Series	32



SECTION 3 THINK-TANK ACTIVITIES

• NITI in-House Lecture Series	49
• Engagements With Academia and Think Tanks	55



SECTION 4

SECTORAL ACHIEVEMENTS

• Agriculture	57
• Data Management and Analysis	60
• Economics & Finance I	60
• Economics & Finance II	63
• Education	67
• Electric Mobility	68
• Green Transition, Energy, Climate & Environment	70
• Governance & Reforms	73
• Governing Council Secretariat & Coordination	74
• Health & Family Welfare	75
• Industry	78
• Information Technology and Telecommunications (Including Frontier Technology Hub)	83
• Infrastructure-Connectivity	90
• Law	92
• North East States	93
• Public Finance Policy Analysis	94
• Public Private Partnership (PPP)	95
• Research and Networking	98
• Rural Development and Panchayati Raj Institutions	99
• Science & Technology	100
• Skill Development & Entrepreneurship, Labour & Employment	104
• Social Justice & Empowerment	106
• Sustainable Development Goals (SDGs)	106
• Security & Strategic Affairs	113
• Services	114
• State Finance	116
• Tourism & Culture	117
• Urbanisation	118
• Voluntary Action Cell	120
• Water & Land Resources	120
• Women & Child Development	122



SECTION 5

Monitoring and Evaluation

• Development Monitoring and Evaluation Office	127
• Output-Outcome Monitoring Framework	128
• Transforming Data Governance in India: DGQI Initiative	129
• Global Indices for Reforms and Growth (GIRG)	129
• Sector Review	130
• Evaluations	130
• Capacity Building	131



SECTION 6

Atal Innovation Mission

• Atal Innovation Mission 2.0	135
• Atal Tinkering Labs	137
• Atal Incubation Centre	139
• Atal Community Innovation Centre	141
• Atal New India Challenge	144
• Atal Ecosystem Development Programmes	145



SECTION 7

Administration & Support Units

• Administration/Human Resources	147
• Career Management Section	148
• Rajbhasha (Hindi) Section	150
• Karmayogi	153
• Library and Documentation Centre	154
• OM&C Section	156
• RTI Cell	157
• Communication Cell	157
• Parliament	162



SECTION 8

National Institute of Labour Economics Research and Development

- Training Programmes During 2025-26 165
- New Initiatives During 2025-26 165



Annexures

- Annexure I 167
- Annexure II 171



Section 1

NITI AAYOG: FRAMEWORK

CONSTITUTION

NITI Aayog was constituted through a resolution of the Union Cabinet dated 1st January 2015. It serves as the Government of India's apex policy think tank, mandated to provide directional and policy inputs. In addition to formulating long-term strategies, policies, and programmes for the Government of India, NITI Aayog offers strategic and technical advice to the Centre, State Governments, and Union Territories. It functions as an institutional platform to foster cooperative federalism by facilitating collaborative engagement among the States in pursuit of national development objectives.

CONSTITUTION OF NITI AAYOG (AS ON 31ST DECEMBER 2025)



Hon'ble Prime Minister
Shri Narendra Modi
Chairman



SHRI SUMAN BERY
Vice Chairman

FULL-TIME MEMBERS



DR VK SARASWAT
Member



PROF RAMESH CHAND
Member



DR VK PAUL
Member



DR ARVIND VIRMANI
Member



SHRI RAJIV GAUBA
Member



SHRI B.V.R. SUBRAHMANYAM
Chief Executive Officer

CONSTITUTION OF NITI AAYOG (AS ON 31st DECEMBER 2025)

EX-OFFICIO MEMBERS



Shri Rajnath Singh
Hon'ble Minister of Defence



Shri Amit Shah
Hon'ble Minister of Home Affairs and Minister of Cooperation



Shri Shivraj Singh Chouhan
Hon'ble Minister of Agriculture and Farmers Welfare; and Minister of Rural Development



Smt. Nirmala Sitharaman
Hon'ble Minister of Finance and Minister of Corporate Affairs

SPECIAL INVITEES



Shri Nitin Jairam Gadkari
Hon'ble Minister of Road Transport and Highways



Shri Jagat Prakash Nadda
Hon'ble Minister of Health and Family Welfare; and Minister of Chemicals and Fertilizers



Shri H. D. Kumaraswamy
Hon'ble Minister of Heavy Industries; and Minister of Steel



Shri Jitan Ram Manjhi
Hon'ble Minister of Micro, Small and Medium Enterprises



Shri Rajiv Ranjan Singh alias Lalan Singh
Hon'ble Minister of Panchayati Raj; and Minister of Fisheries, Animal Husbandry and Dairying



Dr. Virendra Kumar
Hon'ble Minister of Social Justice and Empowerment



Shri Kinjarapu Rammohan Naidu,
Hon'ble Minister of Civil Aviation



Shri Jual Oram
Hon'ble Minister of Tribal Affairs



Smt. Annpurna Devi
Hon'ble Minister of Women and Child Development



Shri Chirag Paswan
Hon'ble Minister of Food Processing Industries



Rao Inderjit Singh
Hon'ble Minister of State (I/C) of the Ministry of Statistics and Programme Implementation; Minister of State (I/C) of the Ministry of Planning; and Minister of State in the Ministry of Culture

OBJECTIVES AND FEATURES

NITI Aayog serves as the apex public policy think tank of the Government of India, and the nodal agency tasked with catalysing economic development, and fostering cooperative federalism through the involvement of State Governments in the economic policy-making process using a bottom-up approach. The key objectives and features are:

- To evolve a shared vision of national development priorities, sectors and strategies with the active involvement of States.
- To foster cooperative federalism through structured support initiatives and mechanisms with the States on a continuous basis, recognising that strong States make a strong nation.
- To develop mechanisms to formulate credible plans at the village level and aggregate these progressively at higher levels of government.
- To ensure, on areas that are specifically referred to it, that the interests of national security are incorporated in economic strategy and policy.
- To pay special attention to the sections of our society that may be at risk of not benefiting adequately from economic progress.
- To design strategic and long-term policy and programme frameworks and initiatives, and monitor their progress and their efficacy. The lessons learned through monitoring and feedback will be used for making innovative improvements, including necessary mid-course corrections.
- To provide advice and encourage partnerships between key stakeholders and national and international like-minded think tanks, as well as educational and policy research institutions.
- To create a knowledge, innovation and entrepreneurial support system through a collaborative community of national and international experts, practitioners and other partners.
- To offer a platform for the resolution of inter-sectoral and inter departmental issues in order to accelerate the implementation of the development agenda.
- To maintain a state-of-the-art resource centre, be a repository of research on good governance and best practices in sustainable and equitable development as well as help their dissemination to stake-holders.
- To actively monitor and evaluate the implementation of programmes and initiatives, including the identification of the needed resources so as to strengthen the probability of success and scope of delivery.
- To focus on technology upgradation and capacity building for implementation of programmes and initiatives.

- To undertake other activities as may be necessary in order to further the execution of the national development agenda, and the objectives mentioned above.

Necessary knowledge and skills that will enable it to act with speed, promote research and innovation, provide strategic policy advice for the government, and deal with contingent issues. It is supported by an attached office, Development Monitoring and Evaluation Organisation (DMEO), a flagship initiative, Atal Innovation Mission (AIM), and an autonomous body, National Institute of Labour Economics Research and Development (NILERD).

NITI Aayog's mandate can be categorised into four key areas:

- Promoting knowledge and innovation
- NITI for States (cooperative and competitive federalism)
- Driving transformational change
- Monitoring and Evaluation

APPOINTMENTS

In pursuance of the approval of Hon'ble Prime Minister conveyed vide Cabinet Secretariat's Notification No. 511/1/1/2024-Cab. dated 25th March 2025, Shri Rajiv Gauba, IAS (JH:1982) Retd., was appointed as a full-time Member of NITI Aayog with effect from 26th March 2025. Besides, the tenure of Shri B V R Subrahmanyam IAS (CG:1987) Retd as Chief Executive Officer of NITI Aayog was extended for a period of one year beyond 24th February 2025.

PROGRAMME/SUBJECT ALLOCATION

The different programmes, subjects, attached offices, and autonomous bodies of NITI Aayog provide the requisite coordination and support framework needed to carry out the above mandate. The list of different programmes, subjects including special initiatives/ programmes is given below while their functional area and key activities during 2025-26 is mentioned in Section (4).

S. No.	Divisions and Subject Allocation
1	Administration/HR including General Administration, RTI
2	Agriculture Policy
3	Agriculture Technology
4	Communications
5	Data Management & Analysis
6	Drinking Water & Sanitation
7	Economics & Finance I: Economic Modelling, Scenario Building, Capital Markets

S. No.	Divisions and Subject Allocation
8	Economics & Finance II (i) All other Economic & Finance matters not mentioned in E&F-I <i>including</i> G20, Multilateral Institutions and Disinvestment; (ii) Trade & Commerce
9	Education
10	Electric Mobility
11	Governance & Reforms
12	Governing Council Secretariat & Coordination (GCS&C)
13	Green Transition, Energy, Climate & Environment
14	Health & Family Welfare, Nutrition
15	Industry & Foreign Investment
16	Information Technology (including Frontier Technology) and Telecommunications
17	Infrastructure-I – Connectivity (Transport-Roads, Railways)
18	Infrastructure-II-Connectivity (Transport-Ports, Shipping, Waterways, Civil Aviation)
19	Island Development
20	Law
21	North-East States
22	Parliament
23	Public Finance and Policy Analysis (formerly PAMD)
24	Public Private Partnership (PPP) including High Speed Train and Asset Monetisation
25	Research & Networking
26	Rural Development and Panchayati Raj
27	Science and Technology
28	Security & Strategic Affairs
29	Services
30	Skill Development & Entrepreneurship, Labour & Employment
31	Social Justice & Empowerment, Voluntary Action Cell
32	State Finances
33	States (i) State Coordination (ii) State Support Mission (SSM) (iii) Aspirational Districts Programme (ADP) (iv) Aspirational Blocks Programme (ABP) (v) National Chief Secretaries Coordination Division
34	Sustainable Development Goals (SDGs)

S. No.	Divisions and Subject Allocation
35	Tourism and Culture
36	Urbanisation
37	Viksit Bharat - Perspective Planning & Visioning
38	Water and Land Resources
39	Women and Child Development

Other Special Initiatives/Programmes

1	Knowledge Support Unit
2	Economic Intelligence Unit
3	Development Monitoring and Evaluation Office (DMEO) – (Attached office)
4	Atal Innovation Mission (AIM)- Flagship Initiative
5	National Institute of Labour Economics Research and Development (NILERD)- Autonomous body

GOVERNING COUNCIL OF NITI AAYOG

The Governing Council of NITI Aayog, comprising the Chief Ministers of all States and Union Territories with Legislatures and the Lieutenant Governors of other Union Territories, was constituted with effect from 16th February 2015 via a notification issued by the Cabinet Secretariat. The Governing Council was last reconstituted vide notification dated 19th February 2021 by the Cabinet Secretariat.

As the apex body mandated to evolve a shared vision of national priorities and strategies, the Governing Council facilitates active participation of the States in shaping the national development agenda. Embodying the spirit of cooperative federalism, it provides a vital platform for deliberations on inter-sectoral, inter-departmental, and federal issues to accelerate the implementation of national development objectives.

To date, ten meetings of the Governing Council have been convened under the Chairmanship of the Hon'ble Prime Minister, with the participation of Chief Ministers/Lieutenant Governors of States/Union Territories and other members of the Council. The special invitees of NITI Aayog also serve as special invitees to the Governing Council.

Tenth Governing Council Meeting

The 10th meeting of the Governing Council of NITI Aayog on the theme of 'Viksit Rajya for Viksit Bharat @2047' was held under the chairmanship of the Hon'ble Prime Minister Shri Narendra Modi on 24th May 2025 at Bharat Mandapam, New Delhi. It was attended by Chief Ministers/Lt. Governors representing 24 States and 7 UTs. Select Union Ministers also participated in the meeting as Ex-officio Members and as Special Invitees. Besides, Vice Chairman, full-time Members of NITI Aayog; Cabinet Secretary, Principal Secretary to the Prime Minister; CEO, NITI Aayog; select Secretaries, GoI and other senior officials from the Prime Minister's Office, Cabinet Secretariat and NITI Aayog also attended the meeting.



Hon'ble Prime Minister with CMs/LGs of States/UTs and other dignitaries at the 10th Governing Council Meeting held on 24th May 2025

The Governing Council deliberated upon the agenda of ‘Promoting Entrepreneurship, Employment & Skilling- Leveraging the Demographic Dividend’ set during the fourth National Conference of Chief Secretaries held in New Delhi between 13th to 15th December 2024, which included sub-themes viz. (i) Creating enabling Ecosystem - focus on Tier 2, 3 cities: Manufacturing and Services, (ii) MSME & Informal Employment: Rural Non-farm and Urban, (iii) Opportunities in Green Economy: Renewable Energy and Circular Economy, and additional special agenda items on Frontier Technology for Viksit Bharat, Developing Cities as Economic Growth Hubs, Economic Reforms in States for Investment, and Capacity Building through Mission Karmayogi.

The Prime Minister stated that it is the collective aspiration of every Indian for the nation to become a *Viksit Bharat*, underscoring that this vision reflects the hopes of 140 crore citizens. He emphasised that cooperative efforts by all States are essential to achieve this goal, noting that comprehensive development of every State, city, and village will accelerate progress. With such unified commitment, he expressed confidence that India would achieve the vision of a developed nation well before 2047.

Highlighting India’s economic progress, the Prime Minister noted that the country has emerged as one of the top five economies globally, with nearly 25 crore people having moved out of poverty. He stressed the need to further accelerate this transformation by strengthening manufacturing capabilities across States. In this context, he referred to the Government of India’s Manufacturing Mission and encouraged States to leverage their unique strengths.

The Prime Minister underscored the critical role of education and skilling in sustaining long-term growth, noting that the National Education Policy (NEP) places strong emphasis on future-ready skills. He urged States to focus on skilling aligned with emerging technologies such as artificial intelligence, semiconductors, and 3D printing, positioning India as a potential global skill capital driven by its demographic dividend. He also highlighted allocating ₹60,000 crore for skilling schemes, calling for investment in modern training infrastructure, rural skilling hubs, and emerging sectors such as cybersecurity, hydrogen, and green energy, which offer significant opportunities for the future.

FIFTH NATIONAL CONFERENCE OF CHIEF SECRETARIES

As desired by the Hon’ble Prime Minister, NITI Aayog has been organising the National Conference of Chief Secretaries on an annual basis with Fifth Conference held during 26th to 28th December 2025 at New Delhi. The Conference involves rigorous preparations of over 8 months with both Centre and State officials deliberating on various aspects of the conference theme. The overarching theme of this year’s conference was “Human Capital for Viksit Bharat”.

The five sub-themes that were discussed in the Fifth Conference include (i) Early Childhood Education: Laying the Foundation; (ii) Schooling: Building Blocks; (iii) Skilling: Future Ready Workforce; (iv) Higher Education: Knowledge Economy; (v) Sports and Extracurricular: Beyond Classrooms. Nodal Ministries/ Departments were assigned for each of these sub-themes.

Apart from these, Special Sessions were also held to discuss and deliberate over certain pivotal topics, which included (i) Agri-Stack for Smart Supply Chain and Market Linkage; (ii) Deregulation in States; (iii) Technology in Governance: Opportunities, Risks and Mitigation; (iv) Plans for a post-LWE Future; (v) One State, One World Class Tourist Destination; and (vi) Atmanirbhar Bharat and Swadeshi: Intelligent Import Substitution.

Besides these, focused deliberations were also made on (i) Heritage and Manuscript Preservation and Digitisation; and (ii) AYUSH for All: Integrating Traditional Knowledge in Primary Healthcare Delivery during thematic meals. Best practices from States/ UTs under each of the themes were presented at the Conference so that the States/UTs can cross learn from each other. The outcome of the Fifth National Conference of Chief Secretaries is expected to feed into the agenda for the 11th Governing Council Meeting to be organised in 2026.



Hon’ble Prime Minister at the Fifth National Conference of Chief Secretaries of States/UTs at New Delhi in December, 2025

The actionable points emerging under various sectors in each of these Conferences are being taken forward, incubated and institutionalised by the Centre, States and UTs together as Team India. To institutionalise the conference, a knowledge and monitoring platform has also been developed by NITI Aayog wherein all the conference material is being uploaded and the action taken is reported by the nodal ministry.

It may be noted that this conference which witnesses the participation of more than 200 officers comprising of representatives of the Central Government, Chief Secretaries and other senior officers of all States/Union Territories is a crucial step towards further advancing the partnership between the Centre and the State Governments.

Section 2

NITI FOR STATES

INTRODUCTION

NITI Aayog actively promotes cooperative federalism by providing ongoing structured support to States, guided by the principle that robust States strengthen the nation as a whole. Through the ‘Team India’ approach, it drives initiatives like the Aspirational Districts and Aspirational Blocks Programmes, while elevating the State Support Mission as a comprehensive framework. This mission fosters institutionalised partnerships with States and UTs to realise India’s 2047 vision of transformation during its centennial Independence celebrations. Key efforts include aiding States in establishing NITI-like institutions, enhancing capacity building, and disseminating knowledge alongside best practices. Competitive indices spur progress in sectors such as education, alongside rigorous monitoring, evaluation, and SDG alignment. Customised strategies target specific challenges in regions like the North East, Himalayas, islands, and coastal areas. The mission integrates special assistance for State-level think tanks, ensuring sustained collaboration and tailored interventions. These steps build on prior engagements, aiming for measurable outcomes by 2047.

ASPIRATIONAL DISTRICTS PROGRAMME

Launched in 2018, the Aspirational Districts Programme (ADP) completes eight years of success in January 2026. This pragmatic, data-driven initiative accelerates socio-economic development across India’s 112 underdeveloped districts, addressing key gaps through stakeholder collaboration and scalable models for national progress. NITI Aayog tracks performance with quarterly data on 49 KPIs, underscoring how targeted analysis unlocks real improvements.

The program’s strength lies in bringing together Central and State Governments, District Administrations led by District Magistrate/ Collector (DM/DC), Prabhari Officers, development partners, civil society, and citizens. NITI Aayog facilitates this by bridging ministries and States, while regular meetings and workshops spark idea exchange, grassroots solutions, and best-practice sharing—creating a vibrant, boundary-spanning network.

Success stories spread via digital platforms celebrate wins and guide others, promoting innovation and replication. Importantly, ADP’s blueprint extends nationwide, offering practical pathways to inclusive, sustainable growth in diverse contexts.

ASPIRATIONAL BLOCKS PROGRAMME

Launched in January 2023, the Aspirational Blocks Programme (ABP) builds on the success of the Aspirational Districts Programme (ADP) by targeting 513 blocks across 27 States and 4 Union Territories. It seeks to improve governance and quality of life through a unified approach that merges existing schemes, sets clear outcomes, and tracks progress continuously.

In these blocks, ABP prioritises key socio-economic indicators in areas like health and nutrition, education, agriculture and allied sectors, basic infrastructure, and social development. By tailoring strategies to local contexts, it brings decision-making closer to communities, reduces inequalities,

drives economic growth, and supports Sustainable Development Goals, all while enhancing last-mile service delivery, awareness, and sharing of best practices. The overarching goal is to enhance ease of living for citizens by improving access to government schemes and fostering an inclusive, locally driven development paradigm.

Progress is measured across 40 indicators using data from central ministry databases for accuracy and ease, with quarterly delta rankings released since the March 2023 baseline to highlight improvements. Additionally, the “Aakanksha” brand, introduced in March 2024, unites traditional products from these blocks under one identity to champion “Vocal for Local,” boost craftsmanship, entrepreneurship, and local livelihoods.

Sampoornata Abhiyan: A Focused Initiative for Saturation of Key Performance Indicators

In the previous year (2024-25), NITI Aayog had launched Sampoornata Abhiyan to prioritise the saturation of few indicators in a time bound manner. Launched as a three-month initiative (July to September, 2024), it aimed to achieve saturation in six critical Key Performance Indicators (KPIs) related to health & nutrition, education, agriculture, social development, and basic infrastructure. The initiative focused on participatory planning, behavioural change, and data-driven strategies to address developmental challenges in these regions. By aligning efforts at both district and block levels, the campaign demonstrated the effectiveness of time-bound interventions in driving inclusive growth.



To honour the efforts of Aspirational Districts and Aspirational Blocks for their role in achieving saturation targets, the District Collectors/District Magistrates, District and Block level officers, Frontline Functionaries were felicitated during the **Sampoornata Abhiyan Samman Samaroh** event organised across States and Districts from 28th July to 2nd August 2025.



Glimpses of Sampoonata Abhiyan Samman Samaroh organised across States/UTs

National Best Practices Seminar Under ADP/ABP

NITI Aayog organised a National Best Practices Seminar under the Aspirational Districts and Blocks Program (ADP/ABP) on 7th August 2025 at Vigyan Bhawan, New Delhi. This was conducted to spread the focus of successful models of development. The inauguration of the seminar was marked by Shri Rajiv Gauba, Member, NITI Aayog, in the presence of Shri B. V. R. Subrahmanyam, CEO, NITI Aayog. The seminar focused on innovative learning for improvement of the last-mile delivery.

The programme included six parallel theme sessions on livelihoods, health, nutrition, WASH, agriculture, and education with the aid of Members of NITI Aayog and Secretaries to the Government of India. The representation of 329 districts in the programme highlighted the reach of the programme.



National Best Practices seminar organised on 7th August 2025 at Vigyan Bhawan, New Delhi

The programme identified more than 80 best practices in form of a Best Practices Compendium, and 20 District Collectors shared innovations and learnings on the ground. It reinforced the ADP/

ABP model as a learning and convergence platform and focused on data-driven governance by renewing their emphasis on scaling district-led innovations and achieving the saturation of key development indicators.

Regional Best Practices Seminar (North) Under ADP/ABP

The Regional Best Practices Seminar (North) under ADP/ABP was held in Varanasi, Uttar Pradesh with participation from districts and blocks across the states of Uttar Pradesh, Uttarakhand, Himachal Pradesh, Punjab, Haryana, and Union Territory of Jammu & Kashmir. The seminar provided a structured platform for sharing region-specific innovations and implementation experiences.



Regional Best Practices seminar (North) organised on 24th October, 2025 at Varanasi

Key deliberations were led by senior officers from NITI Aayog and the State and district administration, followed by the launch of the Northern Region Best Practices Compendium. Four technical sessions focused on health, education, agriculture, infrastructure and social development. The discussions highlighted the role of localised, people-centric solutions in accelerating outcomes at the block and district levels.

Moreover, under NEvolution, a special initiative that aims to accelerate holistic and inclusive development across the 43 Aspirational Blocks in the North Eastern region, regional workshops were conducted for improving Indicators (KPIs) w.r.t. Education and WASH in the states of Arunachal Pradesh and Nagaland during March 2025.

Regional Seminar on Strengthening Service Delivery & Livelihoods in PVTG Blocks

NITI Aayog, in collaboration with the Ministry of Tribal Affairs and the Government of Jharkhand, organised a Regional Seminar under the Super 60 PVTG Initiative in Ranchi in November 2025. The seminar brought together officers from Jharkhand, Odisha, Madhya Pradesh and Chhattisgarh to review progress and share strategies for improving service delivery and livelihoods in PVTG blocks.

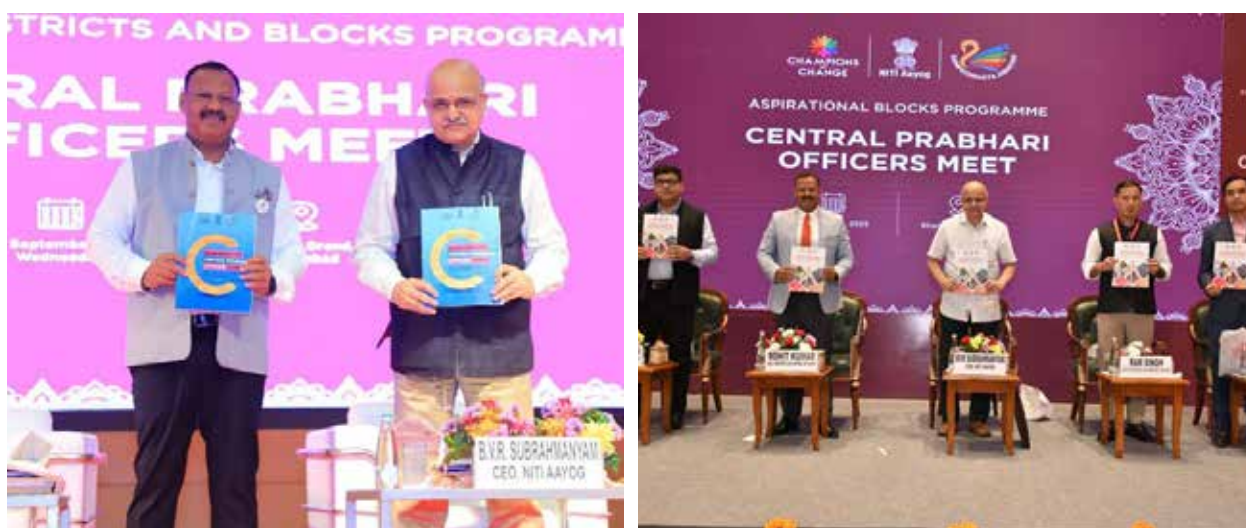


Regional seminar on strengthening service delivery and livelihoods in PVTG blocks at Ranchi

The discussions emphasised convergence under PM-JANMAN and targeted saturation of essential services in remote habitations. District administrations presented field-tested livelihood and inclusion models, demonstrating scalable approaches for vulnerable communities. The seminar reaffirmed the commitment to inclusive and community-centred development.

Central Prabhari Officers' Meet – ADP & ABP

During the year, NITI Aayog convened the Central Prabhari Officers' (CPO) meet under the Aspirational Districts and Aspirational Blocks Programme. The focus was on strengthening implementation mechanisms, enhancing inter-district coordination, clarifying the mentoring role of CPOs along-with enabling orientation of newly onboarded CPOs, peer learning and thematic discussions on priorities, innovations and best practices from the ground.



Central Prabhari Officers meet (ADP & ABP)

Senior leadership outlined the operational framework, performance monitoring systems and expectations from CPOs. The event also marked the launch of “Aspirational Times”, a newsletter showcasing stories of transformation across Aspirational Districts and Blocks alongwith the

CPO Handbook and ABP Primer to support structured engagement with districts and blocks. Experience-sharing sessions enabled cross-learning and dissemination of best practices for improving development outcomes.

Capacity Building: Training Needs Assessment for ADP/ABP

NITI Aayog organised the Training Needs Assessment (TNA) Workshop under ADP/ABP in partnership with National Institute of Rural Development and Panchayati Raj (NIRDPR). The workshop brought together Block Officers, sectoral experts and partner institutions to identify capacity-building needs and chart the way forward. From identifying field-level challenges to cross-sectoral training needs, the deliberations set the stage for the refresher training programme — a step towards stronger, empowered grassroots governance. The purpose of TNA workshop was not just about training but was about building the capacities of field teams, ensuring last-mile delivery, and powering the spirit of Sankalp Se Siddhi — one block at a time.



Glimpses from capacity building sessions conducted for Block Officials, 2025

NITI Aayog also facilitated capacity building of block-level officials engaged in programme implementation. Over 3,000 officials including aspirational block fellows underwent leadership training for preparing the block level saturation strategies. By bridging sectoral knowledge gaps and fostering intra-departmental synergy, the programme empowered block-level officials to develop theme-specific strategies and interventions.

State Planning Secretaries Workshop – ADP/ABP

NITI Aayog convened the State Planning Secretaries Workshop under ADP/ABP, bringing together Officers across States engaged under the Aspirational Districts and Blocks Programme. The platform fostered cross-learning, state-wise experience sharing and collective reflection on the evolving contours of ADP/ABP.



State Planning Secretaries workshop organised on 18th September 2025 at New Delhi

The Workshop reinforced the spirit of collaboration, innovation and co-creation, charting a roadmap to accelerate inclusive development and drive the vision of a Viksit Bharat.

Performance Dashboard: Champions of Change, Aspirational Districts Programme

Launched on 1st April 2018, the Champions of Change (CoC) dashboard enables real-time data collection and monitoring, publicly accessible to highlight the pivotal role of district collectors, magistrates, and their teams in driving district progress. The Aspirational Districts Programme (ADP) fosters competition among 112 districts via dynamic quarterly delta rankings that reflect incremental improvements, encouraging districts to refine their data collection and maintenance for timely updates.

The upgraded Champions of Change portal (CoC 2.0) equips district administrations with tools for data-driven governance and evidence-based policymaking, featuring innovations like Citizen Reports, Citizen Feedback, Advanced Analytics, Project Management, Geo-Spatial Maps, and AI/ML solutions. Citizen Reports offer three key dashboards analysing CoC data: performance of aspirational districts since inception, quarterly delta rankings, and indicator-level progress across themes for all districts.

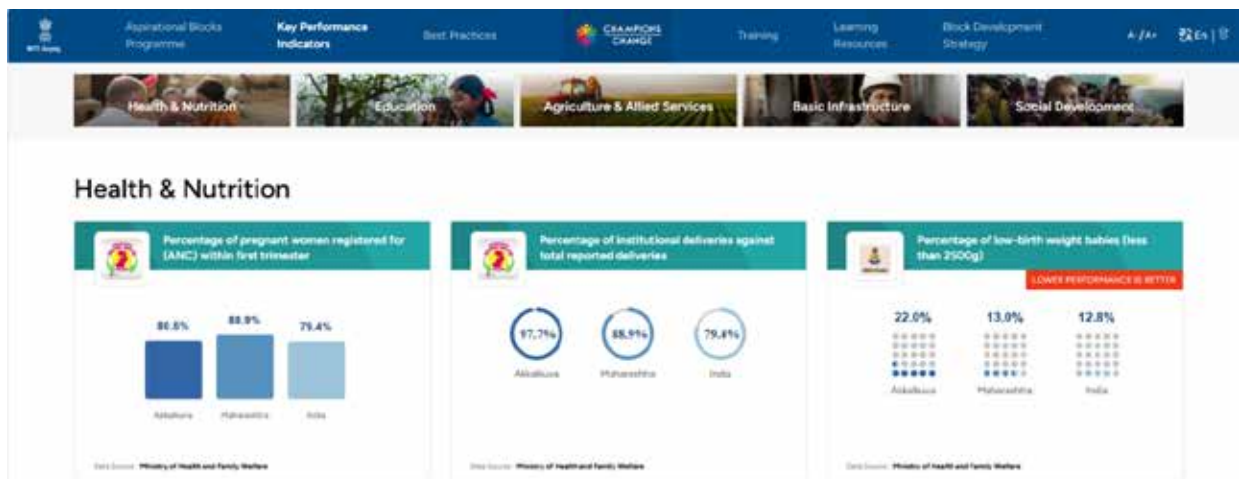
CoC 2.0 includes automated mailers that alert districts to data discrepancies using pre-configured system logic, alongside quarterly delta ranking releases that boost overall data quality and performance analysis. System-generated quarterly reports are automatically sent to District Magistrates/Collectors, Central Prabhari Officers, State Prabhari Officers, and State Chief Secretaries, detailing performance across various indicators.



Performance Dashboard: Champions of Change, Aspirational Blocks Programme

The Aspirational Blocks Programme portal, open to the public, acts as a comprehensive hub for key information to drive development in targeted blocks. At its core, there are 40 key performance indicators (KPIs), giving a clear picture of each block’s progress, along with detailed block profiles that highlight their unique challenges, dynamics, and growth opportunities. Users also access a rich collection of learning resources and best practices to guide effective interventions and support.

The portal releases quarterly delta rankings to track advancements, spot improvement areas, and spark healthy competition that motivates proactive development steps. Overall, it equips stakeholders with analysis tools and insights to enable informed decisions and teamwork for well-rounded progress.



National Task Force on Brain Health- An Initiative to Strengthen Brain Health Services in India

The concept of brain health has been emerging as a critical area of focus, encompassing preventive, promotive, and rehabilitative domains to ensure Brain Health for all. To address these challenges, a pragmatic approach for effective strategies in surveillance, prevention, acute care, and rehabilitation has been initiated by constituting the “*National Task Force on Brain Health*” by NITI Aayog. This task force comprises technical experts in neurological care and science, alongside concerned ministries, to thoroughly review existing gaps and make informed recommendations. The Task Force has gathered valuable inputs on the essential pillars and thematic areas through consultations with its members and external experts. The comprehensive report encapsulating its findings is under completion. Further, the ADP/ABP Brain Health Initiative was launched by NITI Aayog on 3rd September 2025. The initiative is being implemented as a pilot in 12 Aspirational Districts under the supervision of the National Task Force on Brain Health.



Launch of “ADP/ABP Brain Health Initiative” at New Delhi

STATE SUPPORT MISSION

State Support Mission (SSM) is an umbrella initiative of NITI Aayog aimed at fostering structured and institutionalised engagement with States and UTs. SSM is a central sector scheme that is strategically designed to facilitate States/UTs to develop a roadmap to achieve their socio-economic goals and facilitate their development strategies in alignment with national priorities, with a special focus on the core strength areas of the respective State/UT.

Under this mission, NITI Aayog is supporting interested States to establish State Institutions for Transformation (SIT) that can act as a multi-disciplinary resource centre to steer the development strategies in the States/UTs.

The States/UTs can either establish SITs or reimagine the role of their existing institutions, such as Planning Departments/ Boards. SITs may comprise officials from State/UT governments and lateral entrants with sector specific expertise.

State Institution for Transformation (SIT)

With the support of NITI Aayog, States/UTs have been onboarded under the State Support Mission by notifying their existing planning body as a State Institute for Transformation (SIT), or by constituting a unit within the existing Planning Department/body, or by setting up a separate SIT to function as a State-level public policy think tank. Under SSM, States/UTs are provided support to set up a multi-disciplinary Programme Implementation Unit (PIU), an embedded team consisting of sectoral experts including a Team Leader as required by the States/UTs. The embedded team of experts will work under the supervision of the State/UT Government.

As on date, a total of 32 SITs has been notified under SSM. The list of States along with the name of their SITs is tabled below:

S.No.	States/ UTs	Name of SIT
1	Andaman & Nicobar Islands	Andaman Nicobar Islands Institution for Transformation (ANIIT)
2	Andhra Pradesh	State Institution for Transformation - Andhra Pradesh (SITAP)
3	Arunachal Pradesh	Institute for Transforming Arunachal (ITA)
4	Assam	State Innovation and Transformation Aayog (SITA)
5	Bihar	State Transformation Commission (STC) - Bihar
6	Chandigarh	Chandigarh Institute of Transformation
7	Chhattisgarh	Rajya Niti Aayog - Chhattisgarh

S.No.	States/ UTs	Name of SIT
8	Dadar and Nagar Haveli and Daman and Diu	State Institution for Transformation, Dadra & Nagar Haveli and Daman & Diu
9	Delhi	Planning Department
10	Goa	Goa State Institution for Transformation
11	Gujarat	Gujarat Rajya Institution for Transformation (GRIT)
12	Haryana	Swarna Jayanti Haryana Institute for Fiscal Management / Department of Economic and Statistical Affairs
13	Himachal Pradesh	State Transformation Cell (STC)
14	Jammu & Kashmir	Centre for Innovation and Transformation in Governance (CITaG)
15	Karnataka	Karnataka State Policy and Planning Commission (KSPPC)
16	Ladakh	Planning Department
17	Lakshadweep	SIT, Department of Planning, Statistics & Taxation
18	Madhya Pradesh	Madhya Pradesh Rajya NITI Aayog (MPRNA)
19	Maharashtra	Maharashtra Institution for Transformation (MITRA)
20	Manipur	Planning Department, Manipur
21	Meghalaya	Meghalaya Government Innovation Lab (GIL)
22	Mizoram	State Institute for Transformation, Mizoram (SIT-M)
23	Nagaland	Nagaland Institute of Transformation (NIoT)
24	Puducherry	State Institute for Transformation, Puducherry
25	Punjab	Punjab Development Commission (PDC)
26	Rajasthan	Rajasthan Institute of Transformation and Innovation (RITI)
27	Sikkim	State Institute for Transformation, Sikkim (SIT-S)
28	Tamil Nadu	State Planning Commission
29	Telangana	State Planning Department
30	Tripura	Tripura Institution for Transformation (TIFT)
31	Uttar Pradesh	State Transformation Commission (STC)
32	Uttarakhand	State Institute for Empowering and Transforming Uttarakhand (SETU) Aayog

Lead Knowledge Institutions (LKIs)

The State Support Mission recognises the crucial role of cross-sectoral partnerships to bring expertise and sectoral domain knowledge to support the SIT. Therefore, to foster such partnerships, States/UTs are encouraged to designate a Lead Knowledge Institution (LKI) by onboarding institutions such as IIMs/ IITs/ Central and State Universities/ any research-based organisation of excellence in the State/UT/region. The States/ UTs are in process of engaging LKI and to date, 16 LKIs have been officially on-boarded which are given under:

S. No.	State/UT	Name of LKIs
1	Assam	IIT Guwahati
2	Bihar	Chandragupt Institute of Management
3	Chandigarh	Panjab University
4	Gujarat	IIM Ahmedabad
5	Goa	Goa University
6	Haryana	Panjab University
7	Himachal Pradesh	IIT Mandi
8	Jammu & Kashmir	IIM Jammu
9	Madhya Pradesh	Indian Institute of Forest Management, Bhopal
19	Maharashtra	Mumbai School of Economics & Public Policy, Mumbai University
11	Mizoram	Mizoram University
12	Rajasthan	University of Rajasthan, Jaipur
13	Tamil Nadu	Madras Institute of Development Studies, Chennai
14	Tripura	IIM Calcutta
15	Uttarakhand	IIT Roorkee
16	NITI Aayog	IIIT-Bangalore

HIGH LEVEL ENGAGEMENT WITH STATES AND UNION TERRITORIES

NITI Aayog serves as the Government of India's primary institution for operationalising the vision of cooperative federalism. In this role, it maintains continuous and structured engagement with States and Union Territories, encouraging them to undertake reforms through innovative policy tools, evidence-based frameworks, and forward-looking strategies. These engagements focus on supporting States in the preparation of long-term State Vision documents, strengthening institutional capacity, and providing knowledge and technical support in key national priority areas such as green transition and climate action, artificial intelligence and frontier technologies, and the development of growth hubs.

To institutionalise and deepen Centre-State collaboration, NITI Aayog has put in place a leadership-driven engagement mechanism. The Vice Chairperson, Members, and CEO of NITI Aayog are assigned specific States and UTs supported by State Nodal Officers. This structure ensures continuity, accountability, and a single-point interface for each State/UT, enabling sustained policy dialogue and timely follow-up on agreed actions.

Through regular field visits, high-level meetings, and continuous interactions with the Chief Ministers and other State Government officials, NITI Aayog's leadership engages closely with the State/UTs to understand development priorities, identify implementation challenges, and co-create context-specific policy and technical solutions. These engagements also serve as an effective facilitation mechanism, thereby aligning Central initiatives with State priorities.

During FY 2025–26, the Vice Chairperson, Members, and CEO NITI Aayog, along with their respective State Nodal Officers, undertook 32 such visits to States and Union Territories. These visits led to substantive policy discussions, identification of actionable reform areas, and the formulation of concrete action points, reinforcing a partnership-based approach to national development founded on mutual trust, collaboration, and shared ownership of outcomes.



High Level Engagements of Vice Chairman, Members and CEO, NITI Aayog with States/UTs

NITI FOR STATES PLATFORM

Launched in March 2024 by NITI Aayog, the NITI for States Knowledge Platform includes the NITI for States Portal and the Viksit Bharat Strategy Room (VBSR) experience space to promote cross-learning, evidence-based decisions, and sharing of best practices, policies, and datasets.

This platform aids government officials at State, district, and block levels in crafting data-driven policies and administration, offering knowledge products across sectors like agriculture, education, energy, health, livelihoods and skilling, manufacturing, MSME, tourism, urban development, water resources, and WASH, plus cross-cutting themes of gender and climate. It provides a vast collection of governance best practices, policy resources, and data insights from all States and Union Territories.

Users also gain access to expert help desks, integration with the Capacity Building Commission for trusted guidance, and peer learning via curated talks, with NITI Aayog set to expand adoption nationwide and among global stakeholders.

The repository has over 7500+ Best Practices, 5000+ Policies, 980+ Datasets, 1500+ Data Profiles, 56 starter kits, across 10 sectors, 2 cross cutting themes, 36 States & UTs, 765 Districts and 500 Aspirational Blocks. The best practices are in the form of detailed type, video stories and audio bytes for enhanced user engagement. The portal has had over 2 lakh visitors with the majority of users spending an average of 10 minutes exploring the portal.

BEST PRACTICES



EXPLORE BEST PRACTICES ACROSS SECTORS



VIKSIT BHARAT STRATEGY ROOM (VBSR)

Viksit Bharat Strategy Room was set up at NITI Aayog as a prototype to showcase how to enable effective decision-making using data rich visualisation. VBSR is a digitally immersive experience that enables rich visualisation and engagement with insights, information and knowledge to enable effective in-person decision-making. It is an interactive space where users will be able to visualise data, trends, best practices and policies in an immersive manner allowing them to make a holistic assessment of any problem statement.

Various State have shown interest in adopting the framework of VBSR and to develop similar experience room in their States. Bihar State has launched GenNext Lab located at Bihar Institute of Public Administration & Rural Development (BIPARD) and at the Chief Secretariat office on the similar line of NITI's VBSR, boosting data-driven governance & planning. In October 2025, another Strategy Room has been inaugurated at Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie with funding support from SSM.



Glimpses from inauguration of Viksit Bharat Strategy room at LBSNAA



Few glimpses from the Viksit Bharat Strategy Room set up by NITI Aayog

VISIONING EXERCISE FOR STATES@2047

At the Ninth and Tenth Governing Council Meetings of NITI Aayog, the Hon'ble Prime Minister has emphasised the need for States to prepare their Vision Documents for Viksit Rajya @2047 aligning with the national vision. Keeping this in view, NITI Aayog has been actively supporting the States for the preparation of State-specific vision documents for 2047 by providing domain expertise across a wide range of socio-economic sectors. This includes support in identifying short-term, medium-term and long-term strategic priorities, as well as in preparing actionable implementation roadmaps. The initiative drives transformation across citizens' lives, the economy, and governance while promoting cooperative federalism. By building State capacities and harmonising national and State policies, it fosters a unified development framework. It also enables States to contribute more proactively to India's economic and social progress.

Chhattisgarh, Madhya Pradesh, Odisha, Rajasthan, Telangana, and Tripura have launched their Viksit Rajya@2047 Vision documents in 2025-26 and Preparation of Vision plan and implementation roadmap for other States - including Assam, Bihar, Goa, Maharashtra, and Uttar Pradesh are currently underway and progressing at various stages.

Launch of Viksit Odisha@2047 Vision Document

NITI Aayog partnered with the Government of Odisha to formulate the long-term development vision, *Odisha Vision 2036 & 2047*. The *Viksit Odisha@2047* Vision Document was launched in June 2025 in the presence of the Hon'ble Prime Minister. The vision emphasises the use of Odisha's natural and human resources, bolstering industrial expansion, reinforcing climate resilience, improving social services like health and education, and enhancing logistics and connectivity to accelerate economic progress and well-being for all citizens.



Release of Viksit Odisha@2047 Vision Document in presence of Hon'ble Prime Minister

Launch of Viksit Tripura@2047 Vision Document

NITI Aayog worked closely with the State of Tripura to support preparation of its long-term vision document. Through sustained engagement with State officials, expert consultations and prioritisation exercises, the *Viksit Tripura 2047* Vision Document was launched in August 2025. The vision focuses on promoting inclusive growth, strengthening regional connectivity, building human capital, advancing infrastructure and deepening institutional effectiveness. It underscores Tripura's strategic opportunities as a gateway to the North-Eastern region while enhancing quality of life and socio-economic outcomes for its people.



Release of Viksit Tripura@2047 Vision Document

Launch of Viksit Rajasthan@2047 Vision Document

In collaboration with the Government of Rajasthan, NITI Aayog supported the formulation of a comprehensive vision document charting the State's long-term development pathway towards 2047. The *Viksit Rajasthan@2047* Vision Document, launched in October 2025, articulates a vision aimed at building a \$4.3 trillion economy by 2047, with key development pillars including agriculture, industry, tourism, renewable energy and human development.



Release of Viksit Rajasthan@2047 Vision Document

Launch of Chhattisgarh Vision@2047 Document

NITI Aayog partnered with the State of Chhattisgarh for the preparation of its long-term development roadmap aligned with the Viksit Bharat@2047 vision. The Chhattisgarh Vision 2047 Document was launched in November 2025. This vision outlines a comprehensive strategy to transform Chhattisgarh into a developed state by 2047, with ambitious targets such as multi-fold growth in Gross State Domestic Product and a sharp focus on human development, infrastructure, technology, sustainability, tourism, and industrial diversification.



Release of Viksit Chattisgarh@2047 Vision Document

Launch of Viksit Madhya Pradesh@2047 Vision Document

NITI Aayog collaborated with the Government of Madhya Pradesh in developing a forward-looking and comprehensive vision document aligned with the national Viksit Bharat@2047 framework. Through sustained engagement with State departments and subject-matter experts, the Viksit Madhya Pradesh 2047 Vision Document was launched in November 2025. The vision prioritises accelerating economic transformation, strengthening infrastructure and logistics, enhancing human capital and governance systems, and driving balanced regional development by focusing across sectors such as agriculture, industry, digital ecosystems, and social services.



Release of Viksit Madhya Pradesh@2047 Vision Document

Launch of Telangana Rising Vision@2047 Document

NITI Aayog supported the Government of Telangana in developing a future-oriented vision document aligned with Viksit Bharat @ 2047 by providing technical inputs and facilitating cross-sectoral consultations. The Telangana Rising Vision 2047 Document, launched in December 2025 at the Telangana Rising Global Summit, delineates a long-term pathway aimed at positioning Telangana as a high-growth, innovation-driven economy. The State vision targets becoming a \$3 trillion economy by 2047 through strategic development of urban, peri-urban and rural economic clusters, underpinned by technology, industrial competitiveness, human capital development, and enhanced governance frameworks.



Release of Viksit Telangana@2047 Vision Document

NITI-STATE WORKSHOP SERIES

NITI Aayog had launched ‘NITI-State Workshop Series’ in FY 2023-24 under its core mandate of fostering cooperative and competitive federalism. The workshops focused on themes relevant to socio-economic development of the States/UTs and other emerging areas of national and global interest. The workshops were initiated under State Support Mission (SSM) to provide a unified platform for collaboration and knowledge sharing on key development issues concerning States/UTs by sharing Policy insights and Good Governance Practices, etc. across States and UTs. These workshops are anchored by Divisions of NITI Aayog. Under this initiative, 20 and 35 workshops have been conducted in FY 2023-24 and FY 2024-25 respectively. Compendiums regarding key takeaways and outcomes from the Workshops held under NITI-State Workshop series (FY 2023-24 & FY 2024-25) have been released in September 2025.



Release of a Compendium on Key Takeaways of Workshop under NITI-State Workshop Series

Highlights of some of the important workshops on themes relevant to State development and other areas of national and global interest, organised during 2025-26, are given in the following paragraphs:-

Workshop on ‘Skilling, Employment and Livelihood for Youth, Women, and Tribals’ in Chhattisgarh

Under the aegis of SSM, NITI Aayog, in collaboration with the Chhattisgarh State Skill Development Authority (CSSDA), organised a workshop on *Skilling, Employment, and Livelihood for Youth, Women, and Tribals* on 2nd May 2025 at Raipur. The event was inaugurated by Shri Vishnu Deo Sai, Hon’ble Chief Minister of Chhattisgarh, and Shri Vijay Sharma, Hon’ble Deputy Chief Minister of Chhattisgarh.

The workshop witnessed participation from over 350 stakeholders, including senior government officials, industry leaders, NGOs, trainers, students, self-help group (SHG) women, and grassroots representatives. The deliberations were structured around three thematic sessions focusing on youth, women, and tribal communities, with discussions centred on strategies for empowerment through skill development, entrepreneurship, and sustainable employment. The workshop highlighted the importance of inclusive growth, cross-sector collaboration, and the need to strengthen the skilling ecosystem in Chhattisgarh.



Address by Hon'ble Chief Minister, Chhattisgarh during a workshop on Skilling, Employment and Livelihood for Youth, Women, and Tribals at Raipur

National Workshop on 'Fast-Tracking and Reporting of Progress on Sustainable Development Goals'

The National Conference on Fast-Tracking and Reporting of Progress on Sustainable Development Goals (SDGs) was organised by NITI Aayog in Bhubaneswar on 20th February 2025, in partnership with the Government of Odisha and UNDP. The conference aimed to accelerate SDG implementation by fostering collaboration among 25 States and UTs, Central Ministries, UN agencies, academia and civil society organisations.

Key technical sessions focused on SDG Localisation, SDG Financing, and Voluntary National Review (VNR) 2025. Shri Suman K. Bery, Vice Chairman, NITI Aayog, emphasised the importance of a data-driven, multi-stakeholder approach to strengthen governance and mobilise sustainable finance. The CEO, NITI Aayog, highlighted India's notable progress in poverty reduction and SDG localisation, calling for enhanced peer learning across States and UTs. Sh. Manoj Ahuja, Chief Secretary, Government of Odisha, underscored the role of data accuracy and visualisation in effective governance. The workshop also showcased the work of SDG Coordination and Acceleration Centres, which drive convergence of schemes, accelerator plans, and evidence-based decision-making to address SDG financing gaps.



Workshop on “Fast-Tracking and Reporting of Progress on Sustainable Development Goals (SDGs)” held on 20th February 2025 at Bhubaneswar

The conference reinforced India’s commitment to Agenda 2030 through collaborative policymaking and dynamic state-level action, promoting cooperative federalism and knowledge exchange. It strengthened alignment between national and subnational SDG efforts, encouraging states to integrate SDG frameworks into monitoring, evaluation, and budgetary processes for faster, more inclusive progress toward sustainable development.

‘National Multidimensional Poverty Index (MPI) Workshop’

The National Workshop on the Multidimensional Poverty Index (MPI): Strengthening Outreach and National Capacity was held in New Delhi on 9th September 2025 under the NITI-State Workshop Series. The workshop aimed to bring together government officials, State representatives, experts, and development partners to discuss ways to integrate MPI data into policy planning and implementation. The event was chaired by Vice Chairman, NITI Aayog, and featured key speakers from Economic Advisory Council to PM, NITI Aayog, MoSPI, United Nations and Oxford Policy and Human Development Initiative.

Speakers highlighted the strong linkages between the SDGs and MPI, stressing the need for data-driven planning, localised implementation, and private sector participation in improving poverty outcomes. Discussions also focused on the inclusion of maternal health and financial inclusion indicators, the importance of real-time data systems, and multi-sectoral collaboration to tackle overlapping deprivations. The workshop featured technical sessions on MPI as a Policy Driver, National MPI Concepts, and a special session on LNOB (Leaving No One Behind) analysis.

With participation from 31 States/UTs, 6 Central Ministries, and 8 Think Tanks (totaling 120 participants), the workshop underscored the transformative potential of MPI as a policy and accountability tool for evidence-based, targeted interventions. The outcomes reinforced MPI's role in strengthening integrated planning, enhancing data accessibility, and accelerating progress toward poverty reduction and inclusive growth, aligning with India's vision of Viksit Bharat @2047.



Workshop on “The National Multidimensional Poverty Index (MPI)” on 9th September 2025 in New Delhi

National Workshop on ‘Strengthening Primary Agricultural Credit Societies (PACS)’

A two-day National Workshop on “Strengthening Primary Agricultural Credit Cooperative Societies (PACS) as Engines of Agri-Value Chain Development and Rural Prosperity in India” was organised on 29th to 30th October 2025 at Pune, Maharashtra. The workshop deliberated on strategies for transforming PACS into dynamic, technology-enabled, and value-chain-integrated institutions that contribute meaningfully to agricultural transformation and rural prosperity.

The workshop was inaugurated by Prof. Ramesh Chand, Member, NITI Aayog, who underscored the need for cooperative-led, inclusive, and sustainable agricultural growth. In his special address, Shri B.V.R. Subrahmanyam, CEO, NITI Aayog, highlighted the necessity of broadening the functional scope of PACS beyond credit into agri-business, input distribution, value addition, and other business activities.

The event witnessed participation of over 100 delegates, including representatives from NCDEX, NAFED, IFFCO, ICAR, senior policymakers, state government officials from nine states, cooperative leaders, FPOs, and start-ups, facilitating multi-stakeholder dialogue and collaborative action. The two-day workshop covered four technical sessions including Functionality of PACS, Sectoral and Cluster Performance, Leveraging Innovation and Best Practices for Inclusive Growth of PACS, Making PACS Future-Ready, inaugural session and a concluding session.



Glimpses from workshop on Strengthening PACS held at Pune

Workshop on ‘Reforms Towards Special Needs for All Ages: Disability, Elderly Care and Adoption’

On 16th October 2025, the NITI Aayog organised a workshop titled “Reforms Towards Special Needs for All Ages: Disability, Elderly Care and Adoption” at the India International Centre, New Delhi. The workshop brought together experts from the Judiciary, government, civil society and academia. Chief Justice of India Dr. D.Y. Chandrachud and Justice Gita Mittal graced the occasion as Guests of Honour, addressing the pressing need for legal reforms to promote inclusivity and ease of living in pursuit of Viksit Bharat@2047.

Data Forum 2025

The Third Data Forum 2025 was organised on Urban Data Ecosystems for Growth, Jobs and Service Delivery. The Forum was organised with the objective to strengthen urban data ecosystems to enable evidence-based policymaking, economic growth, job creation, and improved

service delivery in cities. Key deliberations covered data governance frameworks, institutional mechanisms, participatory urban planning, and the application of advanced analytics and AI for real-time decision-making.



NITI Aayog & World Bank team at the NITI-State Workshop Series: Data Forum 2025, Bhopal.

Workshop on ‘Enabling Women-Led Development through Entrepreneurship’

The Women Entrepreneurship Platform (WEP) organised the workshop on “*Enabling Women-Led Development through Entrepreneurship*” providing a dynamic platform to celebrate women entrepreneurs, recognise the contributions of WEP’s partners and volunteers, and launch key initiatives to strengthen the women entrepreneurship ecosystem.

Workshop on ‘Scaling Up Electric Mobility & Charging Infrastructure: Role of States/UTs’

A National Workshop on ‘*Scaling Up Electric Mobility & Charging Infrastructure: Role of States/UTs*’ was organised on 20th March 2025 to strengthen EV adoption and accelerate charging infrastructure deployment. The workshop addressed policy, financing, and regulatory challenges while facilitating knowledge sharing through best practice presentations from States and UTs. This workshop marked a critical step in India’s e-mobility transition, reinforcing its commitment to scaling EV adoption, expanding charging infrastructure and strengthening institutional capacities. The insights and strategies emerging from the discussions served as a guiding framework for States and UTs, ensuring a structured and effective rollout of electric mobility initiatives. NITI Aayog continues to support States through policy advisory, technical assistance, knowledge exchange, and intergovernmental coordination, fostering a cohesive and future-ready EV ecosystem.



National Workshop on Scaling Up Electric Mobility and Charging Infrastructure: Role of States/UTs

Workshop on ‘Urban Management’

India’s rapid urbanisation places cities-especially Tier II and Tier III cities-at the centre of job creation and innovation, even as they face significant capacity gaps in urban management. To address this, NITI Aayog organised a workshop on Urban Management at the Dr. Ambedkar International Centre, New Delhi, aimed at assessing these gaps and supporting the design of an effective capacity-building programme for city officials in January 2025.



Workshop on Urban Management held at New Delhi

Workshop on ‘Small City Planning Initiative and Way Forward’

In July 2025, NITI Aayog convened a high-level Roundtable Discussion on Planning for Small Cities, bringing together senior officials from key Central Ministries, State Governments, and leading urban experts. The deliberations focused on the evolving role of Tier II and Tier III cities in India’s urban transition, with emphasis on localised economic planning frameworks, governance and capacity challenges, and the potential of small cities to serve as anchors for regional balance and industrial development. The discussions underscored the importance of tailored policy interventions to unlock the growth potential of smaller urban centres. The initiative represents a strategic step towards fostering balanced, inclusive, and sustainable urban development in alignment with the vision of Viksit Bharat @ 2047.



Workshop on Small City Planning Initiative and Way Forward held at New Delhi

Workshop on ‘Hill City Regions Planning Initiative (HCRPI)’

In November 2025, NITI Aayog, in collaboration with the Government of Meghalaya, organised a Workshop on the Hill City Regions Planning Initiative (HCRPI) in Shillong to advance a sustainable and inclusive development roadmap for hill cities in the Indian Himalayan Region. The workshop brought together policymakers, academia, and private-sector experts to deliberate on climate resilience, ecological planning, and a distinct growth model for hill cities, with opportunities in tourism, heritage-based industries, knowledge services, and green manufacturing. Drawing on global best practices, the discussions focused on shaping an investment-ready, resilient vision for hill cities aligned with Vision 2047, balancing economic development with environmental stewardship.



Workshop on Hill City Regions Planning Initiative held at Shillong

Workshop on ‘Affordable Housing’

In December 2025, NITI Aayog organised a workshop and launched the report ‘*Comprehensive Framework to Promote and Enable Affordable Housing*’, in presence of senior officials from Central Ministries, State Governments, and real estate practitioners. The workshop focused on structural challenges in urban affordable housing, including land availability, housing supply, access to finance, and regulatory constraints. The discussions emphasised coordinated Centre–State action, land and planning reforms, innovative financing mechanisms, rental housing reforms, and targeted policy interventions to attract private investment while ensuring affordability for EWS and LIG households. Building on PMAY, the framework presents actionable recommendations to strengthen the affordable housing ecosystem and support sustainable, inclusive urban development under Viksit Bharat@2047.



Workshop on Affordable Housing held at New Delhi

Workshop on ‘Quality Education’

In February 2025, NITI Aayog organised a one-day workshop on ‘Quality Education’ in New Delhi. The workshop brought together over 150 participants, including senior officials from the Ministry of Education, leaders from NCERT, CBSE, and NIEPA, Principal Secretaries and SCERT Directors from over 20 States and UTs, as well as representatives from civil society, grassroots organisations, and international partners such as UNESCO. Nearly 20 experts contributed to 4 thematic panels on Foundational Learning, Teacher Leadership, School Leadership, and Technology in Education.

Workshop on ‘Teacher Education’

NITI Aayog organised a one-day workshop on ‘Teacher Education’ in New Delhi in March 2025. The workshop brought together representatives from the Ministry of Education, State and UT Governments, NCERT, NCTE, SCERTs, DIETs, policymakers, education leaders, NGOs, and civil society organisations. Nearly 25 experts shared insights across 6 thematic sessions on Strengthening Teacher Education Institutions (TEIs), Redesigning Teacher Training, Integrating Digital Tools, Enhancing Governance, Fostering Collaboration, and Drawing Lessons from State Level Innovations.



Workshop on Teachers Education held at New Delhi

Workshop on ‘Internationalisation of Higher Education in India: Challenges, Best Practices, and Policy Interventions’

In March 2025, NITI Aayog organised a one-day workshop on “Internationalisation of Higher Education in India: Challenges, Best Practices, and Policy Interventions” at IIT Madras, Chennai. The workshop brought together over 140 participants – officers from the Centre, State and UT Governments, and academics from Institutions of National Importance, Central Universities, State Public Universities, Private Universities, Deemed Universities, International Universities, and representatives from several countries to deliberate on challenges, best practices and policy interventions for implementing internationalisation initiatives in Indian higher education at the systemic and institutional levels as envisioned in the National Education Policy 2020. Nearly 40

speakers shared their perspectives across 4 thematic sessions focused on International Academic and Research Collaborations, Global Academic Mobility and establishment of onshore and offshore branch campuses.

Workshop on ‘Reuse of Treated Wastewater in India’

A workshop on “Reuse of Treated Wastewater in India” was organised in collaboration with the Government of Karnataka on 6th and 7th November 2025 in Bengaluru. The workshop brought together policy makers, State governments, utilities, experts, researchers, and industry representatives to discuss India’s rising water stress and the need to mainstream treated wastewater for both urban and rural reuse.

The workshop covered international experiences, including Israel and Singapore. Experts highlighted the importance of stronger monitoring, digital platforms, and data-driven governance for traceability and quality assurance. The workshop concluded with a consensus that India should work on enhancing policy coherence, creating sector-specific used water standards, improving state-level adoption, strengthening O&M practices, mainstreaming fit-for-purpose reuse, and building institutional capacity to accelerate the transition towards a circular, resource-efficient wastewater economy.



Workshop on ‘Resue of Treated Wastewater’

National Workshop on ‘Building Synergies in Indian Innovation Ecosystem’

To strengthen India’s innovation landscape, the NITI Aayog organised a National Workshop under the Chairmanship of Dr. V. K. Saraswat, Member, NITI Aayog on “Building Synergies in Indian Innovation Ecosystem” at GIFT City, Gandhinagar, Gujarat, on 22nd March 2025. The National Conference was hosted by the Gujarat Council on Science & Technology (GUJCOST), Government of Gujarat. The objective was to foster synergy across sectors and facilitate dialogue and knowledge sharing among key stakeholders, including government officials, academic leaders, industrial experts, startup founders, and international representatives in order to foster an environment conducive to innovation, entrepreneurship, and technological advancements.



Workshop on Building Synergies in Indian Innovation held at Gujarat

National Workshop on ‘Empowering State S&T Councils: Towards a Collaborative Approach for Improving India’s R&D Ecosystem’

In order to enhance India’s Science and Technology (S&T) landscape, NITI Aayog held a pivotal workshop titled “Empowering State S&T Councils: Catalyzing Innovation for India’s Future” on 18th March, 2025. The event was graced by Dr. V. K. Saraswat, Member, NITI Aayog, Prof. Ajay Kumar Sood, Principal Scientific Adviser to the Government of India, Secretaries of Department of Biotechnology/ Ministry of Electronics and Information Technology, and other dignitaries from the various scientific Ministries and Departments. Representatives from 25+ States/ UTs attended the workshop. It brought together government leaders, policymakers, and industry experts to address critical challenges in the nation’s state S&T councils. During the workshop, the participants engaged in comprehensive deliberations on the status of State S&T councils, examining their governance frameworks, operational efficiencies, and resource allocation. Best Practices from various states were highlighted, show-casing successful models. Additionally, the role of robust monitoring and evaluation mechanisms was underscored.



Workshop on Empowering State S&T Councils

National Workshop on ‘Sustaining Innovation: Embedding R&D in State Institutions’

The NITI Aayog conducted the National Workshop on “Sustaining Innovation: Embedding R&D in State Institutions” on 8th – 9th January 2026 under the chairpersonship of Shri Suman Bery, Vice Chairman, NITI Aayog. The National Workshop was hosted at Coimbatore in association with Tamil Nadu State Council for Science and Technology, and brought together a distinguished gathering of Institutional leaders, Planning Secretaries of State departments, Industry leaders, State council secretaries for in-depth discussions on strengthening India’s State Innovation ecosystem. The workshop was graced by Dr. V.K. Paul, Member, NITI Aayog and Prof. Lalnilawma, Minister for Rural Development, Mizoram.

Building on India’s strong innovation culture and the gains achieved through the National STI Missions and initiatives, the workshop reaffirmed that the next phase of India’s innovation journey must be driven by strengthened state-level R&D ecosystems. The discussions highlighted the need to move decisively from policy to practice by institutionalizing R&D within state missions, empowering State S&T Councils, linking grassroots innovation to policy, and strengthening innovation governance.



Glimpses from National Workshop on “Sustaining Innovation: Embedding R&D in State Institutions” held at Coimbatore

National Workshop on ‘Developing Ecosystem for Assistive Technology’

A national workshop was organised by the Social Justice and Empowerment Division on 9th April 2025 at YASHADA, Pune with the objectives to provide a platform for different Central Government Ministries/Departments, State/UT Governments, International organisations, and growing Assistive Technology start-ups to discuss the present and future demand and supply of assistive technology devices, thereby paving the way for developing an ecosystem for assistive technology in India.

National Workshop on ‘Fostering Mentorship in Education: A pathway to equity’

A national workshop was organised by NITI Aayog on 29th August 2025 at Raipur with the objective to provide a platform for different stakeholders such as Central Ministries/ Departments, States/UTs, International Organisations, and Voluntary Organisations to deliberate upon the existing mentorship framework, challenges and gaps, in school, higher and vocational education and way forward.

Workshop on ‘Strengthening Tribal and Rural Livelihoods through Sustainable Enterprises’ in Jharkhand

NITI Aayog, in collaboration with the Jharkhand State Livelihood Promotion Society and the Department of Rural Development, Government of Jharkhand, organised a workshop on 28th January, 2026 in Ranchi to promote sustainable enterprises for strengthening tribal and rural livelihoods. Prof. Ramesh Chand, Member, NITI Aayog, emphasised enterprise-led growth and positioning rural communities as job creators. The workshop was attended by Senior officers from Central Government, State Government and other Stakeholders. The panel discussions featured on innovative rural enterprises, scheme convergence, access to finance, land use, market linkages, and non-timber forest produce-based livelihoods. An exhibition showcased community-led innovations, skill-based enterprises, and market-linked models rooted in local resources and traditional knowledge.



Workshop on “Strengthening Tribal and Rural Livelihoods” held on 28th January 2026 at Ranchi

Regional Workshops

To enable cross-learning and enhance engagement between NITI Aayog, the State Institution for Transformation (SITs), and other key stakeholders established under the SSM, NITI Aayog has conducted regional workshops, dialogues, and thematic engagements across the country.

- (i) The first NITI Regional Workshop under SSM was held in Dehradun on 2nd June 2025 in collaboration with the State Institute for Empowering and Transforming Uttarakhand (SETU) Aayog, Government of Uttarakhand. The workshop witnessed participation of around 150 officials from nine northern States/UTs, namely Chandigarh, Delhi, Haryana, Himachal Pradesh, Jammu & Kashmir, Ladakh, Madhya Pradesh, Punjab, and Uttar Pradesh.
- (ii) Furthering these efforts, a NITI Regional Dialogue under SSM was organised at YASHADA, Pune, on 25th September 2025 in collaboration with the Government of Maharashtra, with participation of approximately 200 officials from 11 Western and Southern States/UTs, including Andhra Pradesh, Karnataka, Puducherry, Maharashtra etc., providing a platform to deliberate on the future course of SSM for strengthening and scaling up the initiative nationwide.
- (iii) Building on the foundational engagement with Lead Knowledge Institutions (LKIs) and the progress achieved under SSM, a Conclave on Leveraging Knowledge Institutions for Viksit Rajya was subsequently organised at IIT Roorkee, the LKI of Uttarakhand, with representation from 26 nominated LKIs. The Conclave served as a forum to reflect on lessons learned, share experiences, and collaboratively explore strategies to enhance the effectiveness of LKI support under the State Support Mission.



Glimpses from Conclave on Leveraging Knowledge Institutions for Viksit Rajya at IIT Roorkee

Section 3

THINK-TANK ACTIVITIES

NITI Aayog serves as the apex public policy think tank of the Government of India, and the nodal agency tasked with catalysing economic development, and fostering cooperative federalism through the involvement of State Governments in the economic policy-making process using a bottom-up approach. It delivers directional and policy inputs, crafts long-term strategies for the central government, and offers strategic and technical advice to the Centre, States and Union Territories. Serving as a vital platform, it unites States/ UTs in the national interest to promote collaborative governance.

NITI Aayog also fosters partnerships with stakeholders, including national and international think tanks, academic institutions, policy researchers, civil society, and the private sector, to tackle complex challenges and boost investments. During 2025-26, NITI Aayog took a range of initiatives by bringing out policy papers and research based publications covering a whole range of sectors for the benefit of Central Ministries/ Departments and State Governments. It also strengthened existing ties and forged new ones with think tanks, industry, and research bodies to build a vibrant ecosystem for knowledge, innovation, and entrepreneurship, accelerating inclusive and sustainable growth.

NITI IN-HOUSE LECTURE SERIES

NITI Aayog has in place an in-house lecture series on India’s development strategies for its officers and select Government of India officials. These sessions aim to raise awareness of major Government initiatives, deepen knowledge, build capacity, and foster a more productive, inclusive environment. These lectures also encourage innovative thinking and cultivate shared commitment toward achieving the nation’s developmental goals.

The 19th lecture of the NITI Aayog In-House Lecture Series was held on 30th January 2025 at Rang Bhawan Auditorium, All India Radio, New Delhi, on the theme “*World Energy Outlook and Scenarios.*” The session featured Mr. Tim Gould, Chief Energy Economist, International Energy Agency (IEA), as the keynote speaker. Drawing upon the IEA’s *World Energy Outlook*, the lecture presented a comprehensive analysis of global energy sources, demand–supply dynamics, future projections, and their implications for energy security, emissions, and economic growth. The deliberations examined the relevance of these insights for India’s evolving energy policies and strategic planning, while underscoring India’s growing role in shaping global energy markets and advancing international climate and sustainability objectives.



Glimpses from NITI Aayog’s 19th In-House Lecture Series on the theme “World Energy Outlook and Scenarios”

NITI Aayog organised the 20th edition of NITI In-House Lecture Series on 24th February 2025, featuring Dr. Pushmeet Kohli, Vice President Research, Google DeepMind, who delivered a lecture on “The AI Revolution: The Opportunities and Challenges for India.” The session examined recent advancements in artificial intelligence, emerging global trends, and the strategic imperatives for India to harness AI for inclusive growth. It also discussed policy frameworks, research ecosystems, and capacity-building measures required to position India as a competitive and responsible global leader in AI innovation.



Glimpses from NITI Aayog’s 20th In-House Lecture Series on the theme “The AI Revolution: The Opportunities and Challenges for India”

The 21st lecture of the NITI Aayog In-House Lecture Series was held on 24th March 2025 in New Delhi on the theme “Deregulation: Why and How?”. Delivered by Dr. V. Anantha Nageswaran, Chief Economic Advisor, Government of India, the session highlighted the role of domestic reform drivers in promoting sustainable and employment-oriented growth. It outlined a framework for systematic deregulation to streamline governance and unlock economic potential for achieving *Viksit Bharat@2047*. In the closing remarks, Shri Suman Bery, Vice Chairman, NITI Aayog, underscored the need for a clear and sustained reform roadmap.



Glimpses from NITI Aayog’s 21st In-House Lecture Series on the theme “Deregulation: Why and How?”

The 22nd lecture of the NITI Aayog In-House Lecture Series was held on 25th April 2025 in New Delhi on the theme “India’s Maritime Imperatives in the Indo-Pacific.” Delivered by Vice Admiral Pradeep Chauhan, AVSM & Bar, VSM, Director General, National Maritime Foundation, the session examined India’s evolving maritime priorities. The lecture highlighted the strategic, economic, and environmental significance of the Indo-Pacific, emphasising maritime trade, security, climate challenges, and regional cooperation. It underscored the need for safeguarding sea lines of communication and for a comprehensive national maritime strategy integrating economic, environmental, and national security objectives.



Glimpses from NITI Aayog's 22nd In-House Lecture Series on the theme "India's Maritime Imperatives in the Indo-Pacific"

The 23rd lecture of the NITI Aayog In-House Lecture Series was held on 30th May 2025 on the theme "Global Trade Dynamics and their Implications for India." The session provided a comprehensive overview of the evolving international trade landscape and its implications for India's economic trajectory. Expert insights were shared by Prof. Amita Batra, JNU; Dr. Harsha Vardhana Singh, IKDHVAJ Advisers LLP, and former Deputy Director-General, WTO and Dr. Nora Dihel, Senior Trade Economist, World Bank, offering perspectives on emerging global trends and opportunities for India. In his concluding remarks, Vice Chairman, NITI Aayog emphasised the need for agility and resilience in navigating global trade complexities.



Glimpses from NITI Aayog's 23rd In-House Lecture Series on the theme "Global Trade Dynamics and Their Implications for India"

The 24th lecture of the NITI Aayog In-House Lecture Series was held on 30th June 2025 on the theme "Start-up India Journey: From Idea to Impact." The session featured an interactive discussion with Shri Amit Jain, Co-Founder and CEO, CarDekho Group, and Ms. Upasana Taku, Co-Founder, MobiKwik, moderated by Shri Amit Chandra, Chairperson, Bain Capital India and Founder, ATE Chandra Foundation. The discussion encapsulated the growth of India's start-up ecosystem, underscoring the role of enabling policies, effective implementation, and entrepreneurial

leadership, with insights on government facilitation, private sector engagement, people-centric business models, and inclusive innovation driving successful start-up journeys. Concluding the session, Vice Chairman, NITI Aayog, underscored the contribution of initiatives such as the Atal Innovation Mission and the Women Entrepreneurship Platform in fostering a dynamic, inclusive, and globally competitive start-up ecosystem.



Glimpses from NITI Aayog's 24th In-House Lecture Series on the "Start-up India Journey: From Idea to Impact"

The 25th lecture of the NITI Aayog In-House Lecture Series was held on 28th July 2025 on the theme "Delhi's Air Pollution: Causes and Solutions." The session featured a data-driven presentation by Mr. Mohit Beotra, CEO, A-PAG, who analysed the key sources of air pollution in Delhi and highlighted the urgent need for integrated and coordinated policy responses. Focusing on PM2.5 as the most harmful pollutant, the discussion examined contributions from industry, transport, dust, households, and biomass burning underscoring the importance of simultaneous, targeted interventions. In his concluding remarks, Vice Chairman, NITI Aayog, emphasised that aligning public behaviour with well-designed policies can effectively address the air pollution challenge.



Glimpses from NITI Aayog's 25th In-House Lecture Series on the "Delhi's Air Pollution: Causes and Solutions"

The 26th lecture of the NITI Aayog In-House Lecture Series was held on 25th August 2025 on the theme "Economics, Innovation and the Experimental Method." The session featured Prof.

Michael Kremer, Nobel Laureate and Director, Development Innovation Lab, University of Chicago, and was moderated by Vice Chairman, NITI Aayog, along with Dr. V.K. Paul, Member, NITI Aayog. Prof. Kremer highlighted the role of the experimental method in driving policy innovation, drawing on global and Indian examples, including AI-enabled weather forecasting for farmers, adaptive learning in education, and drinking water solutions under the Jal Jeevan Mission. The discussion underscored the importance of rigorous, data-driven interventions in strengthening service delivery, enhancing citizen welfare, and scaling effective reforms.



Glimpses from NITI Aayog's 26th In-House Lecture Series on the "Economics, Innovation and the Experimental Method"

The 27th lecture of the NITI Aayog In-House Lecture Series was held on 10th October 2025 on the theme "*Judicial Decisions that Shaped National Development.*" The session featured Shri R. Venkataramani, Hon'ble Attorney General for India, as the keynote speaker. The lecture examined the pivotal role of judicial pronouncements in shaping India's legal, social, and economic framework. It highlighted the contribution of landmark judgments to nation-building and emphasised the judiciary's role in upholding constitutional values, promoting social justice, and facilitating economic and institutional development. The discussion underscored how judicial interpretation has influenced policy evolution and guided India's overall development trajectory.



Glimpses from NITI Aayog's 27th In-House Lecture Series on the "Judicial Decisions that Shaped National Development"

NITI Aayog organised its 28th In-House Lecture on "*Preserving and Promoting India's Amazing Heritage*" on 26th November 2025 at the Red Fort, New Delhi, a UNESCO World Heritage Site. The lecture was delivered by Shri Puneet Dalmia, Managing Director, Dalmia Bharat Ltd., who

spoke on India’s rich historical legacy, revival of built heritage, and reimagining heritage sites as vibrant public spaces through responsible private sector participation. Vice Chairman, NITI Aayog, emphasised the importance of leveraging India’s layered cultural heritage.



Glimpses from NITI Aayog’s 28th In-House Lecture Series on the “Preserving and Promoting India’s Amazing Heritage”

The NITI Frontier Tech Hub organised the 29th edition of NITI Aayog’s In-House Lecture Series on “Technology in Governance” on 20th January 2026. Mr. Aditya Natraj, CEO, Piramal Foundation, highlighted the role of digital public infrastructure, AI-enabled tools and system-level thinking in strengthening public service delivery, citing initiatives such as SachivG and DigiVritti. Ms. Debjani Ghosh, Distinguished Fellow, NITI Aayog, underscored the transition from digitisation to intelligence-led governance, emphasising sovereign and interoperable digital systems and emerging challenges. Shri Suman Bery, Vice Chairman, NITI Aayog, concluded by outlining NITI Aayog’s role in advancing India’s long-term digital transformation through technology-enabled governance.



Glimpses from NITI Aayog’s 29th In-House Lecture Series on the “Technology in Governance”

ENGAGEMENTS WITH ACADEMIA AND THINK TANKS

Engagements with Academia and think-tanks is amongst a high-priority mandate of NITI Aayog. Different divisions in NITI Aayog have worked out mechanism to work with Academia and Think Tank on a continuous basis.

Hon'ble PMs Interaction with Economists on 30th December 2025

On 30th December 2025, Hon'ble Prime Minister interacted with a group of eminent economists and experts at NITI Aayog on the theme “*Aatmanirbharta and Structural Transformation: Agenda for Viksit Bharat.*” Addressing the gathering, he underscored that the vision of a developed India by 2047 has evolved into a national mass aspiration, extending beyond Government policy into society at large. He noted that changing patterns in education, consumption, and global mobility reflect rising aspirations, calling for strengthened institutional capacity and proactive infrastructure planning to support India's developmental trajectory. Emphasising the need to sustain long-term growth, he advocated mission-mode reforms across diverse sectors, with policymaking and budgeting anchored to the 2047 vision, and highlighted the importance of positioning India as a global hub for talent, investment, and markets.



Hon'ble Prime Minister interacting with Economists at NITI Aayog in December 2025

The economists and experts shared perspectives on enhancing productivity and competitiveness across manufacturing and services, highlighting the role of structural transformation driven by higher household savings, robust infrastructure development, and the adoption of cutting-edge technologies. Discussions also focused on Artificial Intelligence as a key enabler of cross-sectoral productivity gains and the continued scaling of India's Digital Public Infrastructure. Participants noted that the unprecedented wave of cross-sectoral reforms undertaken in 2025, and their further consolidation in the coming year, would strengthen India's economic foundations, unlock new opportunities, and reinforce its position as one of the fastest-growing economies globally.

Section 4

SECTORAL ACHIEVEMENTS

INTRODUCTION

The various Divisions and Units are the spokes of the wheel that drive NITI Aayog. Each Division specialises in a particular domain and is mandated to provide technical input and expertise on that sector, deal with the respective Line Ministry/Department, and lead in evidence-based policymaking.

The Divisions provide the requisite support needed to develop NITI Aayog as a state-of-the-art resource centre with the necessary knowledge and skills, which will enable it to act with speed, promote research and innovation, provide strategic policy vision for the Government, and deal with contingent issues.

AGRICULTURE

India's Blue Economy: Strategy for Harnessing Deep-Sea and Offshore Fisheries

NITI Aayog has released the report on “India’s Blue Economy: Strategy for Harnessing Deep-Sea and Offshore Fisheries” on 13th October 2025. The report presents a comprehensive framework covering the deep-sea fishing sector within India’s Exclusive Economic Zone (EEZ) and international waters accessed through regional fisheries agreements. It identifies six key policy interventions: (i) overhauling policies and regulations; (ii) strengthening institutional and capacity building; (iii) modernising fleets and upgrading infrastructure; (iv) promoting sustainable fisheries management; (v) mobilising resources and financing; and (vi) enhancing local community participation and partnerships. Recognising the capital-intensive nature of deep-sea fishing, the report also emphasises inclusive fleet development by supporting fisher cooperatives and cluster-based approaches, enabling collective ownership, operations, and access to modern technology. It outlines investment priorities and monitoring mechanisms necessary to ensure long-term ecological and economic sustainability.

Alongside the report release, NITI Aayog organised a workshop which witnessed the participation of 18 institutions. The technical session on “Strategy of States and Way Forward towards Harnessing Deep-Sea Fisheries and Export” included presentations from coastal States such as Goa, Gujarat, Lakshadweep, Maharashtra, Odisha, and Tamil Nadu. This was followed by a panel discussion on “Advancing Resource Management through Regulatory Reforms, Research, Financing, and Capacity Building” with distinguished panelists.



Launch of report on “India’s Blue Economy: Strategy for Harnessing Deep-Sea and Offshore Fisheries”

Pathways and Strategies for Accelerating Growth in Pulses towards Atmanirbharta

NITI Aayog released the report “Strategies and Pathways for Accelerating Growth in Pulses towards the Goal of Atmanirbharta” on 4th September 2025, presenting a comprehensive and actionable roadmap for achieving national self-sufficiency in pulses. The report addresses the projected demand–supply gap through a twin strategy of horizontal (area) expansion, by bringing additional area under pulses through the utilisation of rice fallows, intercropping systems, and other untapped land resources, and vertical (yield) expansion, by enhancing productivity through technology-led interventions and efficient farming practices. A cluster-based, district-wise quadrant approach has been proposed to enable targeted planning and prioritisation of interventions across high-potential districts.

The recommendations are anchored in insights from a primary field survey of 885 farmers across five major pulse-producing States—Rajasthan, Madhya Pradesh, Gujarat, Andhra Pradesh and Karnataka—and emphasise area retention and diversification through crop-wise clustering, deployment of customised technologies across agro-ecological sub-regions, and strengthening of seed systems, with a special focus on 111 high-potential districts contributing nearly 75 per cent of national pulse output. Institutional innovations such as “One Block–One Seed Village” cluster-based hubs facilitated by FPOs, alongside proactive climate adaptation and data-driven monitoring and decision-support systems, constitute the core implementation framework, further reinforced by the launch of the Mission for Aatmanirbharta in Pulses (2025–26 to 2030–31) by the Hon’ble Prime Minister on 11th October 2025, reaffirming the Government’s commitment to sustained self-reliance in the pulse sector.



Launch of report on “Strategies and Pathways for Accelerating Growth in Pulses towards the Goal of Atmanirbharta”

Pradhan Mantri Dhan-Dhaanya Krishi Yojana (PMDDKY) Portal

The Pradhan Mantri Dhan-Dhaanya Krishi Yojana (PMDDKY) has been conceptualised as a transformative, outcome-oriented national initiative to address critical structural challenges in the agriculture and allied sectors, including low productivity, inadequate irrigation coverage, constrained access to institutional credit, and gaps in post-harvest infrastructure. Announced in the Union Budget 2025–26 and launched by the Hon’ble Prime Minister on 11th October 2025, the scheme is a six-year programme (from 2025–26) and the first initiative exclusively focused on agriculture and allied sectors. PMDDKY aims to accelerate the development of 100 Aspirational Agricultural Districts through a data-driven, district-led framework, operationalising target-based convergence of 36 Central schemes across 11 Ministries/Departments, in synergy with State schemes and private-sector partnerships, and in close coordination with relevant Ministries/Departments, NITI Aayog, NABARD, State Governments, and District Administrations.

To support integrated planning, execution, and performance tracking, NITI Aayog developed and operationalized a robust, real-time, results-based PMDDKY Analytical Dashboard Portal, mapping 121 output and outcome indicators and monitoring district-wise progress across six strategic objectives: productivity enhancement, crop diversification and sustainability, post-harvest infrastructure, access to institutional credit, irrigation infrastructure, and governance and service delivery. In addition, NITI Aayog has facilitated structured capacity-building and training programmes for key officials from 100 districts across 29 States and concerned Ministries/Departments.

DATA MANAGEMENT AND ANALYSIS

The Data Management and Analysis (DMA) division primarily deals with issues relating to streamlining data usage for public policy. The core functions broadly include:

- Managing data integration and governance activities for the National Data & Analytics Platform (NDAP), including formulation of data sourcing and collection frameworks, coordination with Ministries/Departments, monitoring of key performance indicators, and guiding the strategic roadmap for the continued evolution of the platform.
- Preparation of policy papers and strategic documents in consultation with experts from Government, academia, and industry, along with organisation of seminars and workshops to promote the use of data and analytics in policy formulation.
- Examine issues related to data management and usage, and leverage technology for improved statistical systems and processes.

National Data and Analytics Platform (NDAP)

The National Data and Analytics Platform (NDAP) is a flagship initiative of NITI Aayog designed to democratise access to high-quality government data by aggregating, standardising, and presenting it in an intuitive, machine-readable format that supports analytics and visualisation. As of December 2025, NDAP hosts over 6,088 datasets spanning 31 key sectors and sourced from 53 Ministries and Departments, enabling seamless data discovery, cross-sectoral analysis, and evidence-based decision-making for policymakers, researchers, businesses, and citizens. By improving interoperability and usability of public data, NDAP strengthens India's data ecosystem and supports more informed governance and research across diverse socio-economic domains.

State Data and Analytics Platform (SDAP)

To promote evidence-based policy making and data-driven governance, customised State Data and Analytics Portal for respective State Governments are being developed with all functionalities of NDAP. Two Portals for the States of Karnataka – KADAP, and the State of Meghalaya – MegDAP, have already been developed. The efforts are underway for establishing SDAP for Tripura, Madhya Pradesh, Assam and Gujarat.

ECONOMICS & FINANCE I

The Economics and Finance-I (E&F-I) Division of NITI Aayog provides inputs on various aspects of the economy to facilitate policy formulation.

State-Level Fiscal Health Analysis: Fiscal Health Index

The Chairman of the 16th Finance Commission, Dr. Arvind Panagariya, released the inaugural issue of the report titled '*Fiscal Health Index (FHI) 2025*' on 24th January, 2025 at NITI Aayog in the august presence of Shri Suman K. Bery, Vice Chairman, NITI Aayog; Dr. Arvind Virmani, Member, NITI Aayog; Shri BVR Subrahmanyam, CEO, NITI Aayog; Dr. Anoop Singh, Distinguished Fellow, NITI Aayog, along with other senior officials.

Designed as an annual publication, the Fiscal Health Index provides a comprehensive and comparable assessment of the fiscal health of Indian States. It evaluates the fiscal performance of 18 major States across key fiscal indicators, offering a composite framework to facilitate inter-State comparisons, benchmark performance against best practices, and identify areas requiring policy intervention. The report presents a detailed examination of individual State performances while also offering valuable insights into broader fiscal trends over time. By focusing on major fiscal indicators, the FHI encourages States to align their fiscal strategies with national objectives, thereby strengthening fiscal discipline and promoting healthy competition among States. The Fiscal Health Index is closely aligned with India's broader vision of achieving *Viksit Bharat @2047*, underscoring the critical role of sound and disciplined State-level public finances in driving the nation's long-term economic transformation and prosperity. Insights were drawn from industry experts, and the indicator was formulated after extensive deliberations and consultations to ensure robustness and policy relevance.



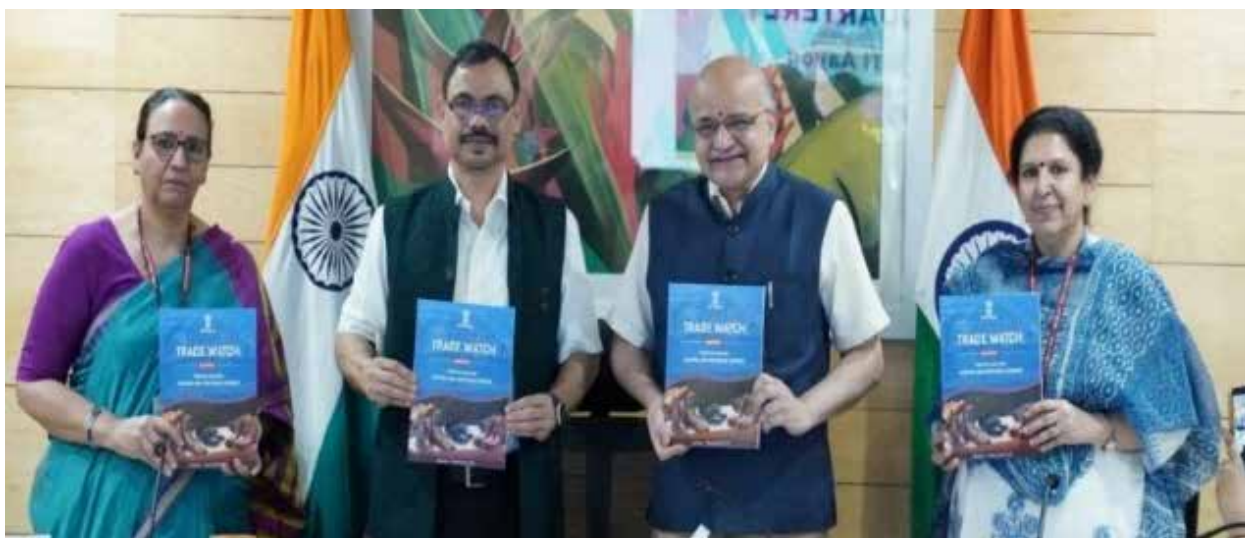
Release of Fiscal Health Index at NITI Aayog

Trade Analysis: Trade Watch Quarterly

During FY 2025–26, NITI Aayog released four editions of the Trade Watch Quarterly publication. The publications serve as a periodic analytical product that tracks India's trade developments and emerging opportunities, with a focus on generating insights to support evidence-based policy interventions. It provides a comprehensive snapshot of India's trade position by integrating global demand–supply dynamics, sectoral performance, and evolving trade patterns.

Each edition was anchored around a specific thematic focus of strategic relevance. The themes covered included textiles and apparel, assessing competitiveness and global sourcing shifts, analysing policy changes and market access opportunities; leather and footwear, examining value addition, standards, and export diversification; and automotive exports, focusing on global integration, export performance across segments, and emerging opportunities in electric vehicles and auto components.

Through these thematic analyses, Trade Watch Quarterly contributed to strengthening the analytical basis for trade policy discussions and sector-specific interventions. The initiative aligns with NITI Aayog’s mandate to enhance India’s trade competitiveness, support export-led growth, and leverage India’s trade potential in pursuit of the vision of Viksit Bharat@2047, while promoting sustainable and resilient integration into the global trade ecosystem. As part of each edition, stakeholder consultations were undertaken across select sectors involving industry experts, firms and representative bodies.



Release of Trade Watch Quarterly

Deepening Corporate Bond Market in India

Shri B.V.R. Subrahmanyam, CEO, NITI Aayog, released the report on ‘*Deepening the Corporate Bond Market in India*’ on 11th December 2025, in New Delhi. It was released in the distinguished presence of other senior officials of NITI Aayog.

The report provides a comprehensive overview of India’s corporate bond market and presents a reform-oriented roadmap to build a deeper, more resilient, and inclusive market capable of meeting the country’s long-term investment needs. Drawing on global comparisons, it identifies key structural gaps and sets out targeted recommendations to strengthen legal, regulatory, and market infrastructure frameworks. The report highlights significant untapped potential and underscores the need for coordinated reforms to broaden issuer and investor participation, enhance liquidity, promote innovative and sustainable instruments, and leverage digital solutions to better support infrastructure, MSMEs, and emerging sectors.



Release of Deepening the Corporate Bond Market in India at NITI Aayog

ECONOMICS & FINANCE II

The Economics and Finance Division-II works on issues pertaining to trade, commerce and international cooperation. It serves as a knowledge hub, undertaking research, facilitating informed discussions, and supporting evidence-based policymaking. Through its analytical and advisory role, the Division bridges economic theory and practical policymaking to support economic development in India.

Structural Reforms

Macroeconomic Analysis - State of the Economy

The Division undertakes a rigorous, dynamic process of monitoring a broad set of high-frequency indicators spanning nine sectors to assess the performance of both the Indian and global economies. This comprehensive approach enables timely, evidence-based policy formulation and strategic decision-making. The use of real-time data and a diverse set of indicators ensure a nuanced understanding of economic trends and helps formulate informed strategies and policies to address challenges and capitalise on opportunities.

Strategic Disinvestment and Performance Improvement of CPSEs

The disinvestment of CPSEs is an important component of India's economic reforms, aimed at enhancing operational efficiency, reducing the fiscal burden, and unlocking value for stakeholders. The Division provides actionable recommendations for restructuring of CPSEs in strategic and non-strategic sectors.

Consultative Group on Tax Policy (CGTP)

To foster a fiscal environment conducive to Viksit Bharat, NITI Aayog constituted the Consultative Group on Tax Policy (CGTP) in Nov 2024. The Group serves as a pivotal platform for collaborative governance, aiming to architect a tax system defined by transparency, predictability, and administrative efficiency.

The CGTP is dedicated to enhancing Foreign Direct Investment (FDI) inflows, improving the ease of doing business, simplification of tax laws and processes, and future-proofing the national tax system through the simplification of legal frameworks and administrative processes. Under this initiative, the Group has identified fifteen priority research themes essential for structural reform. These themes form the foundation for evidence-based policy recommendations that aim to align India’s tax code with international best practices. Two foundational Working Papers addressing critical facets of Income Tax have been released as under:

- (i) **NITI Tax Policy Working Paper Series–I:** “Enhancing Certainty, Transparency, and Uniformity in Permanent Establishment and Profit Attribution for Foreign Investors in India.” This paper addresses the nuances of international taxation to provide greater jurisdictional certainty for global enterprises.
- (ii) **NITI Tax Policy Working Paper Series–II:** “Towards India’s Tax Transformation: Decriminalisation and Trust-Based Governance.” This publication advocates for a paradigm shift toward a taxpayer-centric model, emphasizing the removal of criminal overreach in favor of a governance framework built on mutual trust.

Also under this initiative, NITI-BIT-CBDT (Behavioural Insights Team and Central Board of Direct Taxes) have collaborated on the Research Theme “Leveraging Behavioural Economics and Finance to Enhance India’s Tax Base”. As part of this collaboration, various Campaigns have been undertaken for behavioral interventions for direct taxes.



Glimpses from the release of NITI Tax Policy Working Paper

Trade And Commerce

The Export Preparedness Index (EPI)

The Export Preparedness Index (EPI) is a comprehensive analytical framework developed to assess and rank the export readiness and performance of Indian States and UTs. The Index evaluates multiple dimensions of export ecosystems, including policy support, business environment,

infrastructure, institutional capacity, and actual export outcomes. By benchmarking performance across regions, the EPI encourages healthy competition and facilitates peer learning, allowing States and UTs to adopt best practices from high-performing counterparts. It also supports cooperative federalism by aligning state-level strategies with national export objectives.

NITI Aayog has recently released the fourth edition of the Export Preparedness Index (EPI) 2024. This edition captures recent policy initiatives, infrastructure improvements, and trade dynamics, thereby serving as a vital reference for policymakers, industry stakeholders, and researchers seeking to strengthen India’s export ecosystem.

Report on “Unlocking USD 25 Billion Hand and Power Tools Export Opportunity”

During 2025, NITI Aayog undertook a comprehensive assessment of India’s hand and power tools sector with a view to identifying opportunities for scaling exports and enhancing global competitiveness. The report titled “Unlocking USD 25 Billion Hand and Power Tools Export Opportunity” analysed global demand trends, India’s manufacturing capabilities, supply-chain gaps, standards and compliance requirements, and policy bottlenecks impacting exports. The study outlined a strategic roadmap to position India as a global manufacturing and export hub for hand and power tools, with recommendations covering industrial clustering, technology upgradation, quality and standards alignment, skilling, MSME integration, and export market access. The report provided actionable policy inputs to support India’s manufacturing ambitions and export-led growth in the sector.



Glimpses from the release of key reports by the E&F II Division

International Cooperation

The Division has supported multiple bilateral interactions through preparation of background briefs, agenda notes, meeting documentation, and systematic follow-up on outcomes. These efforts have contributed to strengthening institutional continuity, improving quality of dialogue, and enabling informed policy-level discussions between the two sides. The Division acted as a nodal coordination point for processing references received from line Ministries, foreign missions, academic institutions, and other external stakeholders.



Glimpses from the Visits of Foreign Delegations at NITI Aayog

Release of UK–India Infrastructure Financing Bridge (UKIIFB) Year-1 Report and Commencement of Year-2

In 2025, NITI Aayog released the “UK–India Infrastructure Financing Bridge (UKIIFB) Year-1” Report, developed in collaboration with City of London Corporation. The report presented a structured assessment of selected infrastructure projects and offered strategic recommendations to enhance project readiness, strengthen investor confidence, align with global standards, and attract international capital into sustainable infrastructure. Building on the outcomes of Year-1, the UKIIFB initiative entered Year-2, with a focus on transitioning from analytical recommendations to practical implementation.



Glimpses from the Visits of Delegation from NITI Aayog to UK and Saudi Arabia

EDUCATION

The Education Division focuses on the entire spectrum of planning and development issues connected with School Education, Higher and Technical Education, and Research. It endeavors to create evidence and influence policy making in the three areas of Access, Quality and Future-readiness as underscored in the National Education Policy (NEP) 2020.

School Education

In the domain of School Education, the Division strives to facilitate the fields of Learning Outcomes, Quality Education, Teacher Education, School Readiness Programmes, Learning Enhancement Programme socio-emotional learning, and grade level competency amongst children. The Division also works in the area of high-quality research related to Education and allied sectors.

Higher and Technical Education

In the field of Higher and Technical Education, the Division plays a crucial role in research-based knowledge creation and dissemination in varied areas of public policy for the higher education sector through engagements with Central Ministries, State Governments, academics, subject experts, think tanks, and other relevant stakeholders. It focuses on key areas that would enable India to become the largest higher education ecosystem in the world and a global hub of talent, innovation and entrepreneurship by 2035.

Report on “Internationalisation of Higher Education in India”

In December 2025, the Division launched a policy report titled ‘Internationalisation of Higher Education in India: Prospects, Potential, and Policy Recommendations’. The report, an outcome of a collaborative endeavor between NITI Aayog and an IIT Madras led consortium of knowledge partners, examines approaches to internationalisation at the global, national, and institutional levels, along with temporal trends in academic mobility over the last 20 years. It explores opportunities for enhanced student and faculty mobility, greater international academic and research collaborations, and the potential of establishing international branch campuses in India and campuses of Indian public and private universities overseas. The report presents policy recommendations, action pathways, performance success indicators, along with Indian and global practices currently pursued. The recommendations are aimed at improving 5 thematic areas including strategy, regulation, finance, branding, communication & outreach, and curriculum & culture for making India the global hub of higher education and research by 2047.



Launch of Report on Internationalisation of Higher Education in India

Report on “Expanding Quality Higher Education through States and State Public Universities”

In February 2025, the Division launched a policy report titled ‘*Expanding Quality Higher Education through States and State Public Universities*’. The report is a first-of-its kind policy document in the higher education sector focused specifically on States and State Public Universities (SPUs). It is an outcome of extensive consultations with Government Officers from over 20 States and Union Territories, Vice Chancellors and Senior Academics of 50 leading SPUs, and Heads of several State Higher Education Councils. It provides detailed quantitative analysis on vital indicators of pedagogy and research, funding and financing, governance and autonomy, and employability and skilling over the last decade across the themes. The report makes policy recommendations under 12 sub-themes across the 4 major thematic areas for a variety of stakeholders along with 125 performance success indicators.

Discussion Paper on International Student Mobility

In November 2025, the Division released a Discussion Paper on ‘*International Student Mobility: A Global and Indian Temporal Overview*’. It adds to the discourse on internationalisation of higher education in India by capturing the evolving dynamics of inward and outward student mobility, both in India and globally, and exploring the potential of ‘internationalisation at home’ as envisioned in NEP 2020. To capitalise on the geopolitical trends and for addressing the significant imbalance between outbound and inbound student mobility and the rising forex burden, it proposes data-driven and target-oriented strategies for making India an emerging global destination for higher education and reducing the forex burden on the Indian economy.

ELECTRIC MOBILITY

Electric Mobility Division strives to create a transport ecosystem that is common, connected, convenient, congestion-free, charged, clean, and cutting-edge. The Division facilitates policy formulation and evaluation with the aim of sustained and holistic development of the E-Mobility Sector.

Unlocking \$200 Billion Opportunity: Electric Vehicles in India

NITI Aayog, convened 7 high-level stakeholder meetings under the Chairmanship of CEO, NITI Aayog, with participation from Original Equipment Manufacturers (OEMs), Charge Point Operators (CPOs), financial institutions and battery recyclers. These deliberations identified key enablers to accelerate EV adoption in India and culminated in the launch of a flagship report titled ‘*Unlocking \$200 Billion Opportunity: Electric Vehicles in India*’. The report presents a comprehensive assessment of current challenges while highlighting major unlocks essential to accelerate India’s electric mobility transition.



Launch of 'Unlocking a \$200 Bn Opportunity: EVs in India' Report

India Electric Mobility Index (IEMI)

NITI Aayog launched the '*India Electric Mobility Index (IEMI)*'—a first-of-its-kind Government initiative leveraging open and official datasets to capture the evolving dynamics of India's EV ecosystem. The initiative aims to enhance State-level commitment and accountability towards transport decarbonisation and electric mobility transition. The Index assesses the readiness and performance of States and Union Territories in electric mobility. It scores across 16 indicators under three core pillars viz. Transport Electrification Progress, Charging Infrastructure Readiness and EV Research and Innovation Status.

E-FAST India (Electric Freight Accelerator for Sustainable Transport – India)

E-FAST India, a national electric freight acceleration platform launched by NITI Aayog in September 2022, in collaboration with WRI India and a group of knowledge and industry partners, has made significant progress in strengthening collaboration across India's freight ecosystem. Since its inception, the platform has expanded to engage 98 industry partners and 24 knowledge partners, creating a broad-based, multi-stakeholder network. In 2025, e-FAST India enabled over 50 pilot deployments across diverse freight use cases.

Since September 2022, the platform has supported the sector's transition from early pilots involving two trucks to the deployment of approximately 1,400 electric medium- and heavy-duty vehicles (e-MHDVs). The year 2025 also witnessed a notable increase in e-truck model launches, reflecting growing OEM readiness and market maturity. A significant focus area during the year was financing and business model development to support scaled deployment of electric freight solutions.

GREEN TRANSITION, ENERGY, CLIMATE & ENVIRONMENT

The Division provides policy support, across key sectors such as: energy (fossil and non-fossil), low carbon development, state energy transition pathways, climate policy and finance, climate change adaptation, air pollution, circular economy, forestry and wildlife. The Division engages and serves key ministries/departments like Power, Coal, Petroleum and Natural Gas, New and Renewable Energy, and Environment, Forest and Climate Change. The Division's work is organised across the following four functional areas viz. Energy; Climate Change and Environment; State Energy Transition and Projectisation; and Climate Policy & Intelligence.

Nuclear Energy Mission for Viksit Bharat: The Union Budget 2025-26 provided a major push towards nuclear energy with an ambitious target of 100 GW of nuclear power capacity by 2047. For an active partnership with the private sector to achieve this goal, amendments to Atomic Energy Act, 1962, and the Civil Liability for Nuclear Damage Act, 2010, were proposed to be taken up. NITI Aayog worked with the Department of Atomic Energy (DAE) and relevant stakeholders, to help finalise the Draft Atomic Energy Bill 2025 (SHANTI Bill – Sustainable Harnessing and Advancement of Nuclear Energy for Transforming India).

Carbon Capture, Utilisation & Storage (CCUS): Recognising CCUS as a critical enabler for hard-to-abate sectors such as cement, steel, and aluminium, as well as coal-based thermal power, the Prime Minister's Science, Technology and Innovation Advisory Council (PM-STIAC) recommended initiating a National Mission on CCUS under the Ministry of Power. An Inter-Ministerial Committee was set up to develop the framework. NITI Aayog developed detailed costing and implementation framework for the proposed mission.

Net Zero Scenarios: NITI Aayog has undertaken a detailed study to develop Scenarios for meeting India's pledge of Net Zero greenhouse gas emissions by 2070 in a manner consistent with achieving the developmental goals of Viksit Bharat. Several inter-ministerial working groups were constituted to examine all aspects of transition, including: macroeconomic implications of transition, sectoral analysis (transport, industry, buildings, agriculture, power), climate finance, critical minerals, R&D, domestic manufacturing, supply chains, and social aspects of energy transition, and policy synthesis.

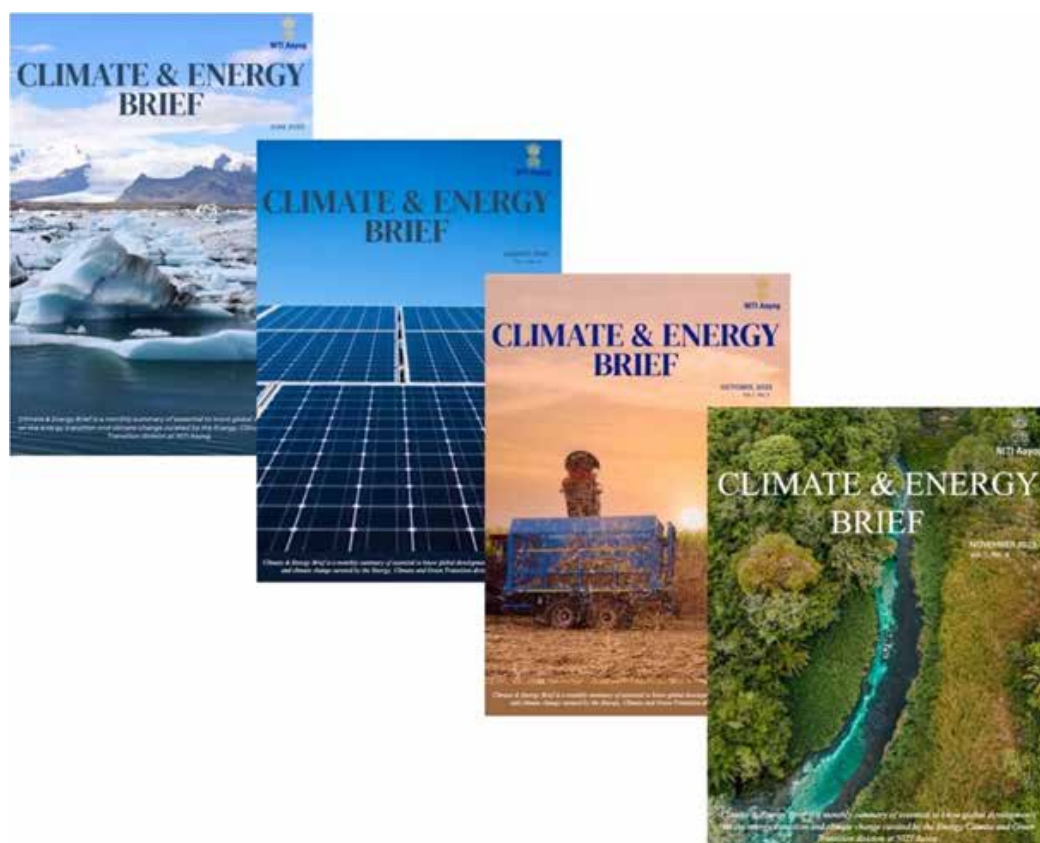
Reports on Decarbonising Hard-to-Abate Sectors: A comprehensive decarbonisation roadmap was developed for cement, aluminium, and MSME sectors. It identifies emission sources across production value chains, assesses technology readiness, and proposes commercially viable solutions with financial mechanisms to support adoption. These reports have been recently released.

Circular Economy: NITI Aayog initiated studies to examine the present status of recycling and circular economy in select sectors and identify the main barriers. Four working groups were constituted on the following sectors: End-of-Life Vehicles (ELVs), Waste tyres, Li-Ion Batteries, Electronic Waste. These focused on addressing sector specific challenges, policy gaps, and carving implementation pathways to advance circular economy practices. These reports have been recently published.

India’s Domestic Actions and Global Leadership on Climate Change: In support of India’s preparation for COP30 in Belém, Brazil, NITI Aayog conducted a historical review of India’s domestic actions and global leadership on climate change. The analysis covered India’s climate commitments; domestic institutional and planning measures including various missions and programmes; domestic actions on greenhouse gas mitigation, adaptation and resilience building; efforts to finance climate action; and India’s international leadership on various climate initiatives.

Study on Solar Radiation Modification (SRM): Evidence from climate models and atmospheric physics suggests Solar Radiation Modification (SRM), entailing large scale interventions designed to reflect sunlight back into space to cool the planet, could be used as a temporary measure to complement emissions reduction. However, SRM interventions could have potential harmful side effects, such as adverse environmental and social impacts on rainfall patterns, crop yields, ecosystem and human health, and the ozone layer. NITI Aayog has established a Working Group consisting of policymakers and Indian and international experts to strategically evaluate SRM’s science, risks, and governance frameworks, and make research and policy recommendations to ensure India’s preparedness on SRM in the decades ahead.

Climate & Energy Brief: NITI Aayog launched the *Climate & Energy Brief*, a curated news mailer circulated amongst relevant ministries containing essential-to-know global developments on the energy transition and climate change. The publication tracks major global and domestic policy and market developments, covering the climate negotiations, legislative and policy measures on energy and climate change, energy security, developments in climate finance, and carbon markets. The mailer also covers the findings of seminal research studies and reports on climate science, impacts, and adaptation.



Accelerating Sustainable State Energy Transitions (ASSET):

In November 2024, NITI Aayog, in collaboration with the Ministry of Power and the Ministry of New and Renewable Energy, launched the Accelerating Sustainable State Energy Transitions (ASSET) initiative. ASSET is designed as a national platform to support states in planning and implementation of energy transition pathways consistent with the national goals of Viksit Bharat and India's climate commitments. Under ASSET the work consists of developing state energy transition blueprints and subsequently assisting in the implementation through bankable projects.

To operationalise these goals, NITI Aayog has partnered and signed MoU's with the States of Andhra Pradesh and Odisha in 2025.

Andhra Pradesh: NITI Aayog and the Government of Andhra Pradesh signed a Memorandum of Understanding in June 2025. The engagement focuses on priority sectors including renewable energy deployment, energy storage, distributed renewable energy sources, electric mobility including e-bus, and also making thermal generation more efficient and cost effective. The aim of the energy transition blueprint is to build a robust pipeline of bankable projects capable of attracting multilateral, private sector and climate finance.



Signing of MoU with Government of Andhra Pradesh to implement the State Transition Roadmap

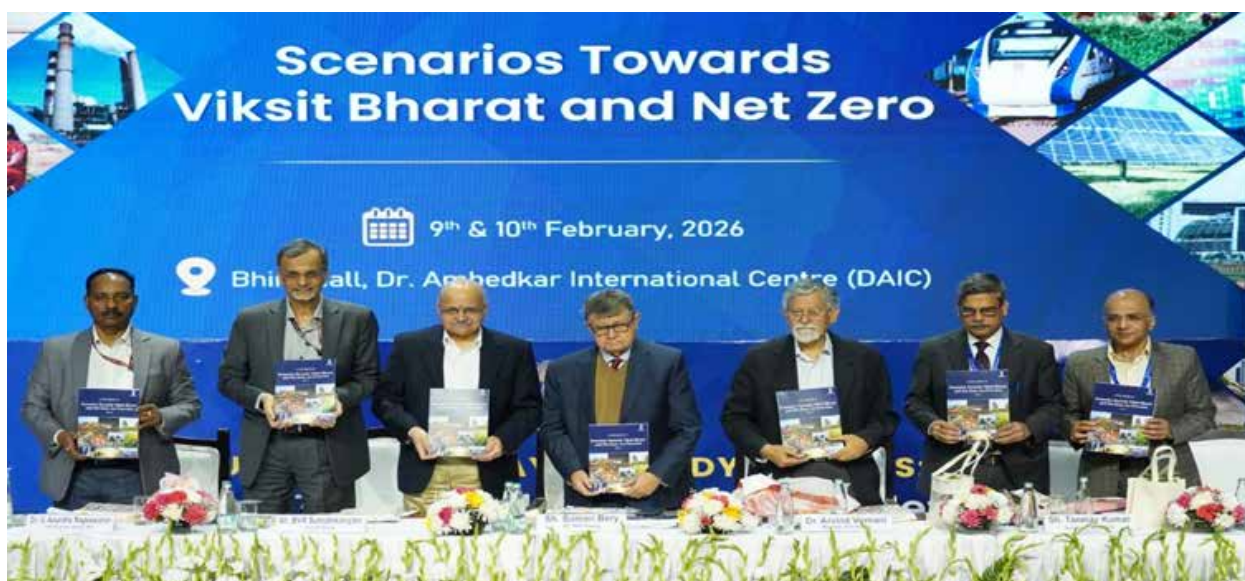
Odisha: NITI Aayog and the Government of Odisha signed a Memorandum of Understanding in October 2025. The partnership is structured around a phased approach, beginning with a six-month period to design the State's Energy Transition Blueprint, followed by 12–18 months of focused projectisation and implementation support. The work in Odisha aims to identify high-impact transition opportunities across power, industry, and end-use sectors, while strengthening institutional capacity and investment readiness.



Signing of MoU between NITI Aayog and Government of Odisha to implement the State Transition Roadmap

Reports on ‘Scenarios towards Viksit Bharat and Net Zero’

NITI Aayog released 11 study reports on “Scenarios towards Viksit Bharat and Net Zero” on the 9th and 10th of February 2026. The 11 reports detail the findings of India’s first government-led, multi-sectoral, integrated study to assess development scenarios that deliver on the Hon’ble Prime Minister’s vision of becoming a Viksit Bharat by 2047, while simultaneously reducing net greenhouse gas (GHG) emissions to zero by 2070. The study entails a scenario-based analytic modelling exercise that integrates economic growth, India’s development priorities, and climate commitments. The study has been prepared by 10 inter-ministerial working groups that examined long-term transition scenarios across key domains like macroeconomic aspects of the transition; sectoral low carbon transition in power, transport, industry, buildings, and agriculture; financing for climate action; critical minerals; R&D and manufacturing; and the social implications of the transition. This comprehensive assessment was undertaken to inform long-term policy planning.



Release of Study Reports on “Scenarios towards Viksit Bharat and Net Zero” on the 9th and 10th of February 2026

The reports were released by Shri Suman Bery, Vice Chairman, NITI Aayog; Dr. Arvind Virmani, Member, NITI Aayog; Dr. V.K. Saraswat, Member, NITI Aayog; Prof. Ramesh Chand, Member, NITI Aayog; Shri B.V.R. Subrahmanyam, CEO, NITI Aayog; Dr. V. Anantha Nageswaran, Chief Economic Advisor, Ministry of Finance; Shri Tanmay Kumar, Secretary, Ministry of Environment, Forest and Climate Change; Shri Pankaj Agarwal, Secretary, Ministry of Power; Shri Santosh Sarangi, Secretary, Ministry of New and Renewable Energy; Dr. Mangi Lal Jat, Secretary, Department of Agricultural Research and Education; Shri O.P. Agarwal, Distinguished Fellow, NITI Aayog, and other senior officials.

GOVERNANCE & REFORMS

The Division is responsible for long-term and systemic transformation of governance across sectors. This Division was established on 3rd April, 2025 to drive structural, cross-cutting reforms that are critical for achieving the goals of Viksit Bharat 2047. The Division supports the work of the High Level Committee on Non-Financial Regulatory Reforms and the High Level Committee on Viksit Bharat.

Ease of Doing Business Workshop

The Governance and Reforms division organised a high-level workshop on ‘Ease of Doing Business and Investment Promotion’ in New Delhi on 10th July 2025 as part of its continued efforts to support states in advancing EoDB reforms. The workshop brought together senior officials from States and UTs for focused discussions on improving the regulatory and institutional environment for businesses and strengthening investment facilitation frameworks. Deliberations centred on simplifying regulatory processes, reducing compliance burdens, enhancing the effectiveness of digital systems, and adopting targeted approaches to investment promotion. Through the workshop, the division facilitated structured exchange among states and strengthened collaborative efforts to advance reforms aimed at improving the overall ease of doing business and investment climate.



Workshop on Ease of Doing Business and Investment Promotion held in New Delhi on 10th July 2025

GOVERNING COUNCIL SECRETARIAT & COORDINATION

The Governing Council Secretariat and Coordination Division coordinates the activities of all the subject matter Divisions/Units of NITI Aayog. It also circulates various correspondence received from different Ministries/Departments/States/UTs to the concerned Divisions. The Secretariat coordinated the 10th meeting of the Governing Council of NITI Aayog held on 24th May, 2025 under the Chairmanship of Hon'ble Prime Minister. The Secretariat coordinated with the respective Ministries/Departments for action taken report on the decisions taken during the 9th meeting of Governing Council and preparation of Agenda notes for the 10th meeting of Governing Council. Further actions on the decisions taken at the 10th GC meeting are underway.

Report on Revision of Foodgrains (Buffer) Stocking Norms in the Central Pool

The VII Technical Group constituted by the Department of Food and Public Distribution (DFPD) to recommend revised buffer stocking norms has entrusted NITI Aayog with the responsibility of undertaking an in-depth study on the subject. Under the guidance of Prof. Ramesh Chand, Member, NITI Aayog, the concerned Division prepared a draft report on the revision of foodgrains stocking norms and submitted it to DFPD.

Meeting of United Nations Sustainable Development Cooperation Framework 2023-2027

The third meeting of the Joint Steering Committee (JSC) for the implementation of the Government of India–United Nations Sustainable Development Cooperation Framework (GoI-UNSDCF) was held on 28th October 2025. The meeting was convened under the co-chairmanship of the Vice Chairman, NITI Aayog and the United Nations Resident Coordinator in India, and was attended by Members, and senior officers heading the Focal Groups from NITI Aayog, representatives from all nodal line ministries of the Outcome Steering Committees, and the Leads and Co-Leads of the six Outcome Groups of the UN Agencies. The Committee reviewed the progress of work undertaken by the 26 UN Agencies in India and deliberated on the future roadmap, with a focus on addressing knowledge and programme design gaps and identifying best practices for replication and scaling, while recalibrating priorities for the remaining implementation period.



3rd Meeting of GoI- UN Sustainable Development Cooperation Framework 2023-27

HEALTH & FAMILY WELFARE

The Health and Family Welfare Division provides policy inputs aligned to the National Health Policy 2017 to make India’s health sector robust, economically affordable, and accessible. The Division provides advice and policy guidance to key stakeholders involved in public health development and management. It engages with the stakeholder Ministries/Departments such as the Ministry of Health and Family Welfare, Ministry of Ayush, Department of Pharmaceuticals, National Health Authority, State and local governments. The Division also collaborates with reputed international and national academic institutions, research organisations, development partners, and eminent experts for stakeholder consultations on public health management, medical education, health finance, insurance, medical devices, Ayush systems, and more.

Developing a Strategic Roadmap for Making Ayush Global

A study has been initiated with the objective of assessing the current status of the globalisation of Ayush, identifying key barriers, gaps, enablers, and priority areas, and undertaking a detailed analysis of existing schemes, programmes, policies, interventions, and regulatory provisions impacting this process. The study further aims to provide recommendations for strengthening these frameworks and to develop an implementation roadmap for all relevant stakeholders to effectively facilitate the globalisation of Ayush.

Compliance Initiatives in the Healthcare Sector

The NITI Aayog had organised a Workshop in November 2023, focused on “Boosting Private Healthcare Infrastructure” to identify infrastructure gaps in Tier 2 and 3 cities and address barriers to Public-Private Partnerships (PPPs) and Viability Gap Funding (VGF) schemes. A key outcome was the recommendation to study compliance-related challenges across five to six States. Subsequently, NATHEALTH was onboarded for conducting a survey covering 43 major mandatory compliances, followed by a detailed study on the complex regulatory landscape for hospitals, diagnostic centres, and medical devices. This led to a report submitted to NITI Aayog highlighting 12 critical regulatory bottlenecks, including calls for uniform state guidelines, decriminalisation of non-safety compliance, improved transparency in licensing, centralized practitioner registrations, integration into the National Single Window System, and removal of dual licensing. Among the identified compliance issues, non-clinical areas are being reviewed with the objective of facilitating ease of business operations, while consultations are ongoing for the clinical compliance areas.

Healing Ecosystems: Establishing Medical Hubs in India

India stands at the cusp of a transformative era in healthcare. With a rapidly growing population exceeding 1.4 billion, the demand for high-quality, accessible, and affordable healthcare is increasing exponentially. Despite notable progress in medical infrastructure and service delivery, there remains significant scope for strengthening the healthcare ecosystem to ensure equitable access across regions.

In this context, NITI Aayog, in collaboration with the Federation of Indian Chambers of Commerce and Industry (FICCI) has developed a knowledge paper titled “Healing Ecosystems: Establishing Medical Hubs in India.” The paper serves as a strategic blueprint to guide the creation of integrated medical hubs across the country. It presents a comprehensive analysis of the strategic, operational, and infrastructural components essential for establishing successful medical hubs and outlines the collaborative roles of healthcare providers, policymakers, regulators, technology partners, and other institutions in realising this vision. The paper was released in April 2025.



Drugs For Rare Diseases

Realising the unavailability of indigenous treatments and exorbitant prices of drugs imported for rare diseases, NITI Aayog undertook an effort to improve the accessibility and affordability of drugs for rare disease patients in India through fast-tracking indigenously manufactured dosage forms (small molecules) for selected rare diseases. Under this effort, four drugs for the treatment of certain rare diseases have been made available at costs that are 1/60th to 1/100th the cost of the imported drugs. Further, to resolve the issue of the supply of rare disease drugs to the patients, NITI Aayog organised stakeholder consultations with the Department of Pharmaceuticals, Pharmaceuticals & Medical Devices Bureau of India (PMBI), Centres of Excellence, and manufacturers.

Ayushman Bharat School Health Mission

To develop a comprehensive and holistic School Health Programme, NITI Aayog undertook an extensive exercise involving a series of consultations with stakeholders and a review of key resources and literature. Based on this effort, a framework for the Ayushman Bharat School Health Mission was formulated with the objective of promoting optimum health, nutrition, and healthy lifestyles among school-going children and adolescents. The framework was shared with the Ministries of Health & Family Welfare, Education, and Ayush for further action. Subsequently, a pilot of the ‘Ayushman Bharat School Health Mission’ was launched in Tripura in November 2024, catalysed and guided by NITI Aayog. Likewise, efforts are ongoing for the implementation of this framework in states such as Mizoram, Himachal Pradesh, among others.

Transforming AIIMS, New Delhi, into a Premier Institution for Medical Research and Practice

To create a roadmap aimed at transforming AIIMS, New Delhi, into a premier institution for Medical Research and Practice, a Committee led by Dr. V.K. Paul, Member (Health) of NITI Aayog, was constituted in February 2024. The committee’s mandate involves thoroughly examining the existing systems and processes at AIIMS and proposing significant reforms along with specific timelines for their implementation. The aim is to identify ways to streamline patient inflow, develop Key Performance Indicators (KPIs) to ensure optimal clinical, academic, and research outcomes, enhance governance and transparency, and recommend strategies for financial prudence, sustainability, and self-sufficiency in managing AIIMS, New Delhi. Since February

2024, extensive stakeholder consultations have been undertaken under this initiative, and the Committee is now preparing a draft report.

Strengthening Senior Citizen Care and Services in India

India is experiencing a significant generational shift, with the population aged 60 and older projected to nearly double from 149 million in 2022 to 347 million by 2050. NITI Aayog released the Position Paper on catalysing Senior Care Reforms in India on 16th February 2024. Continuing this initiative, a committee was constituted in July 2024 under the chairmanship of Dr. V.K. Paul to hold a series of technical consultations with experts and stakeholders from the public and private sectors, and national consultations with states and partner organisations. The aim of the Committee is to collect evidence, generate ideas, gather views, and seek opinions to develop and offer a comprehensive strategy for strengthening elderly care in India. After an extensive consultative exercise, the Committee is in the process of preparing its report.

INDUSTRY

Initiative to Boost India’s Participation in Global Value Chains in Key Sectors

Manufacturing has historically been an engine of growth for all major economies around the world, driving their per capita incomes, export earnings, and employment across skill levels. India’s presence on the global manufacturing landscape has remained modest and a key factor is relatively low participation in Global Value Chains (GVCs), which account for over two-thirds of international trade.

The Industry & Foreign Investment Division steered a flagship initiative that targeted manufacturing growth to boost India’s participation in GVCs. The initiative focuses on priority sectors where India has growth potential – these include Electronics, Automotive, Chemicals and Textiles. In the previous year, NITI Aayog had released GVC report on “Electronics: Powering India’s participation in Global Value Chains (GVCs)”, on 18th July 2024. This has now been converted into the “Electronics Components Manufacturing Scheme (ECMS)” in MeitY.

Automotive Sector: Powering India’s Participation in Global Value Chains

During 2025-26 NITI Aayog has released a report titled “*Automotive Industry: Powering India’s Participation in Global Value Chains*”. The report was launched by Shri Suman Bery, Vice Chairman, NITI Aayog in presence of Dr. V.K. Saraswat, Member, NITI Aayog, Dr. Arvind Virmani, Member, NITI Aayog and Shri BVR Subrahmanyam, CEO, NITI Aayog. This report offers an extensive analysis of India’s automotive sector, highlighting both opportunities and challenges, and outlining a pathway for positioning India as a key player in global automotive markets, envisions tripling exports and enhancing competitiveness through fiscal/non-fiscal measures. The interventions are structured across four categories of automotive components

based on their complexity and manufacturing maturity. The recommendations, once implemented are expected to generate 2-2.5 million new employment opportunities, bringing the total direct employment in the sector to 3-4 million besides increase in India's share in the global automotive value chain from 3% to 8%.



Release of Report on Automotive Sector at New Delhi

Chemical GVC: Powering India's Participation in Global Value Chains

India's chemicals industry is a cornerstone of the country's manufacturing ecosystem, contributing approximately 7 percent to the national gross domestic product (GDP) and supplying essential raw materials to critical industries such as agriculture, pharmaceuticals, textiles, automotive, and construction. However, the industry faces several structural constraints that hinder its ability to scale and integrate into GVCs. Keeping this in view, NITI Aayog has examined the sector and released a report titled, "*Chemical Industry: Powering India's Participation in Global Value Chains*", on 3rd July 2025. The report has recommended 7 interventions, viz. (i) Establish world-class chemicals hubs in India; (ii) Develop existing port infrastructure, (iii) Introduce a Opex subsidy scheme for chemicals, (iv) Develop and access technologies to enhance self-sufficiency and foster innovation; (v) Fast-track environmental clearance with transparency and accountability; (vi) Securing FTAs to support Industry growth; and (vii) Talent and skill upgradation in the chemical industry. These aim at unlocking the full potential of the chemicals industry, enabling India to drive sustainable growth, enhance global trade participation, and establish itself as a high-value chemicals manufacturing powerhouse.



Launch of Report on Chemical GVC at New Delhi

National Manufacturing Mission

To promote manufacturing, the National Manufacturing Mission (NMM) was announced in the Union Budget 2025-26. The Mission's mandate will include 5 focus areas:

- ease and cost of doing business
- future ready workforce for in-demand jobs
- a vibrant and dynamic MSME sector
- availability of technology
- quality products

The Mission is aimed at accelerating India's industrial transformation, enhancing global competitiveness, and positioning India as a leading manufacturing hub for the world. Anchored in the vision of Viksit Bharat @2047, the Mission seeks to deepen domestic value addition, strengthen integration into global value chains, promote innovation-driven manufacturing, and significantly enhance India's share in global manufacturing output.

The NMM is designed as a coordinated national effort to address these constraints through targeted interventions, institutional coordination, and collaborative federal action. The Mission will be implemented through a collaborative governance framework involving Central Ministries, State Governments, industry bodies, academia, and financial institutions. NITI Aayog was given the responsibility of finalising the design of the NMM in consultation with all stakeholders.

Research Studies under Progress

Roadmap for Green Transition of MSMEs:

India has committed to achieve net-zero emissions by 2070, reduce carbon intensity by 45% by 2030, and increase non-fossil energy capacity to 500 GW by 2030. Achieving these ambitious targets will require significant efforts across all sectors, especially industrial decarbonization has to play a crucial role. MSMEs are the backbone of India's economy, contributing nearly 30% to the national GDP, 45% to exports, and providing jobs to over 250 million people. NITI Aayog has constituted a Technical Working Committee for the MSME sector and published a report on sector-specific decarbonisation roadmap. Multiple rounds of in-depth consultations with diverse stakeholders have been conducted. The report aims to support Indian MSMEs so as to emerge as global champions of green industrial growth and sustainable manufacturing.

Rapid Growth of Labour-Intensive Industries in India (Food Processing, Textiles & Garments, Leather & Footwear, and Gems & Jewellery)

During the year, the Division supported a comprehensive analytical study on accelerating the growth of India's labour-intensive industries-food processing, textiles and garments, leather and footwear, and gems and jewellery with the objective of strengthening manufacturing-led job creation and

improving India's integration into global value chains. Undertaken against the backdrop of India's demographic transition and declining employment elasticity, the study highlighted that while these sectors continue to contribute significantly to organised manufacturing employment and exports, they face persistent challenges related to scale, competitiveness, and global market share vis-à-vis peer economies.

The study assessed sectoral structures, export performance, firm-level competitiveness, and fieldwork, and stakeholder consultations, identifying structural constraints such as fragmented production, MSME dominance, limited technology adoption, and exposure to external trade shocks. It also identified substantial untapped potential, projecting that with targeted policy interventions including domestic market leverage, export diversification, scale creation, MSME strengthening, innovation, and skill development these sectors could more than double in size by 2030 and generate over 35 million additional jobs.

MSME Sector

Designing a Policy for Medium Enterprises

The Micro, Small, and Medium Enterprises (MSME) sector is a cornerstone of India's economy, significantly contributing towards GDP, exports, and employment generation. Within the MSME sector, medium enterprises play a critical role, in the manufacturing and service sector, where they drive industrial growth, innovation, and global competitiveness. Despite their immense potential, medium enterprises face challenges such as limited access to finance, inadequate technological integration, and a lack of tailored policy support.

Recognising the policy support gap for medium enterprises in India, NITI Aayog in collaboration with various stakeholders carried out a research study to identify the necessary support required which can help enhance the growth and competitiveness of medium enterprises. In this context, the report has proposed the various interventions to promote medium enterprises.

Enhancing MSMEs Competitiveness in India

As MSMEs form the backbone of India's economic landscape, they face various challenges in their pursuit to become competitive and be a part of global value chains. The study aims to employ a cluster-based approach to analyse the performance of MSMEs in India across five key sectors namely, automotive, textile manufacturing, chemical, pharmaceutical, and food processing. While utilising Porter's diamond model along with PLFS data the report recommends to take appropriate measures for improving access to finance for MSMEs, addressing skilling challenges of MSMEs, technology development of MSMEs through supply chain enhancement, AI integration and risk management enhancement through digital and insurance solutions for MSMEs in India. The report also proposes establishing Institutes for Collaboration (IFCs) as well as implementing various export incentives for enhancing access to markets for MSMEs.

“Achieving Efficiencies in MSME Sector through Convergence of Schemes”

This Report presents a detailed blueprint to improve outcomes for MSMEs by streamlining scheme implementation, strengthening inter-ministerial coordination, and enhancing the delivery of financial, skill, marketing, and innovation support. It evaluates existing Government of India schemes and programmes for the MSME sector, assesses the current level of convergence among them, and identifies best practices from central, state, and international experiences. Based on this assessment, the report offers actionable recommendations to unlock convergence opportunities and undertake corrective measures to improve efficiency, outreach, and impact of MSME schemes. The Report was released by Dr. Arvind Virmani, Member, NITI Aayog on 15th January 2026.



Release of Report on MSME Sector at New Delhi

Minerals Sector

NITI Aayog continuously works towards policy support of the mining and minerals sector. In this regard, a MoU was signed between National Metallurgical Laboratory (NML), Institute of Minerals & Materials Technology (IMMT), Jawaharlal Nehru Aluminium Research Development and Design Centre (JNARDDC), National Aluminium Company (NALCO), HINDALCO Industries and VEDANTA, for ‘Technology Development for Holistic Utilisation of Red Mud for Extraction of Metallic Values & Residue Utilization’. The project kickstarted with effect from 1st October 2021. The scope of the project is to outline the Master flow sheet with complete mass and energy balance to recovery values from selected grades of bauxite residue and its techno-economic feasibility, which includes alumina, iron, titanium and Rare Earth Elements (REEs). The report was released on 12th June 2025.



Release of Report on Red Mud in presence of Dr. V. K. Saraswat, Member, NITI Aayog

INFORMATION TECHNOLOGY AND TELECOMMUNICATIONS (INCLUDING FRONTIER TECHNOLOGY HUB)

Established in 2024, the NITI Frontier Tech Hub (NITI-FTH) was created to anticipate emerging mega-technology shifts and shape India’s preparedness to unlock their potential for faster economic growth, inclusive societal outcomes, and strategic resilience—advancing the country’s journey towards becoming a frontier-technology nation.

In its first year, NITI-FTH convened a robust ecosystem of knowledge partners and more than 100 national and international domain experts to co-create roadmaps, policy frameworks, and mission-mode pathways for India’s frontier-technology transformation, across 18 thematic workstreams.

In pursuit of this mandate, NITI-FTH released seven strategic 10-year roadmaps in 2025 to harness frontier technologies for accelerated economic growth, inclusive social development, large-scale job creation, and end-to-end transformation across priority sectors such as manufacturing and agriculture, while positioning India as a leader in emerging domains such as Applied Quantum.

Roadmap Launches

AI for Viksit Bharat: The Opportunity for Accelerated Economic Growth

The roadmap lays out a practical action plan to translate AI’s promise into outcomes, highlighting two major levers: (i) Accelerating adoption of AI across industries to enhance productivity and efficiency; (ii) Transforming R&D with generative AI to help India leapfrog into innovation-driven opportunities. It was launched by Hon’ble Finance Minister, Smt. Nirmala Sitharaman and Hon’ble Minister for Railways, I&B & Electronics & IT, Shri Ashwini Vaishnav, together with senior leadership from NITI Aayog on 15 September 2025.



Launch of Roadmap for 'AI for Viksit Bharat' by Hon'ble Finance Minister and Hon'ble Minister for Railways

Roadmap for AI for Inclusive Societal Development

The roadmap systematically explores how AI and frontier technologies can be harnessed to transform the lives and livelihoods of India's 490 million informal workers. Further, the Roadmap recommends the Mission Digital ShramSetu, a proposed national mission to create an ecosystem that will make AI accessible, affordable, and impactful for every worker. This initiative was launched by Shri Jayant Choudhary, Hon'ble Union Minister of State (Independent Charge) for Skill Development and Entrepreneurship & Minister of State for Education, along with senior leadership from NITI Aayog and other relevant ministries on 8 October 2025.



Launching of Roadmap for AI for Inclusive Societal Development by Hon'ble Minister of State (Independent Charge) for Skill Development and Entrepreneurship & Minister of State for Education

Roadmap for Job Creation in AI Economy

The roadmap examined how AI is reshaping the tech services industry through the lens of work, worker and workforce. It proposed implementable steps to address the associated risks of job losses while presenting an opportunity to create up to 4 million new jobs. Central to the plan is the creation of an India AI Talent Mission, a nationally coordinated effort to transform India into the AI workforce capital of the world. Additionally, it suggests embedding AI education in course curricula and launching an AI skilling engine to reskill and upskill the current workforce. The roadmap was unveiled by Shri B.V.R. Subrahmanyam, CEO of NITI Aayog, in the presence of Shri Sanjay Kumar, Secretary of the Department of School Education & Literacy; Shri Vineet Joshi, Secretary of the Department of Higher Education; and Ms. Debjani Ghosh, Distinguished Fellow at NITI Aayog, along with other distinguished guests and dignitaries on 10 October 2025.

Scan To Access Roadmap



Unveiling of Roadmap for Job Creation in AI Economy

Frontier Technologies' Impact on National Security

The roadmap examined the Impact of Frontier Technologies on National Security, using a ten-point evaluation matrix to systematically identify, rank, and prioritise emerging risks spanning the digital, biological, AI, aerospace, energy, infrastructure, and cognitive domains—and creating an actionable, forward-looking framework for proactive risk mitigation and strengthening resilience.

The roadmap was presented to the Army in a high-level dialogue chaired by General Upendra Dwivedi, COAS, and Shri B.V.R. Subrahmanyam, CEO, NITI Aayog.



Discussions on Frontier Technologies' impact on National Security

Roadmap for Reimagining Manufacturing: India's Roadmap to Global Leadership in Advanced Manufacturing

The roadmap lays out a sector-focused path to harness frontier tech and elevate India's manufacturing competitiveness. It envisions India emerging as one of the top three global hubs for advanced manufacturing by 2035, with the sector aimed at contributing over 25% to GDP and generating more than 100 million jobs. It highlights key enablers such as AI & ML, Advanced Materials, Digital Twins, and Robotics across 13 priority sectors, outlining a comprehensive 10-year strategy focused on research and development, infrastructure, and workforce development. This roadmap was launched by Shri Devendra Fadnavis, Hon'ble Chief Minister of Maharashtra, along with Shri Ajit Pawar, Hon'ble Deputy Chief Minister, and the CEO of NITI Aayog, alongside other dignitaries, on 29 October 2025.



Launching of Roadmap for Reimagining Manufacturing by Hon'ble Chief Minister of Maharashtra

Roadmap for Reimagining Agriculture: Frontier Technology Led Transformation

The roadmap charts a course for inclusive rural prosperity and agri-tech leadership, advancing the vision of Viksit Bharat @ 2047. The roadmap outlines a strategic vision to harness frontier technologies, including climate-resilient seeds, digital twins, precision agriculture, agentic AI, and advanced mechanisation to enhance productivity, sustainability, and incomes across India's diverse agricultural landscape. The key actionable in the roadmap is a three-pillar framework for a Digital Agriculture Mission 2.0 to address prevailing barriers and advance agricultural transformation. The roadmap was launched by Shri Bhupendrabhai Patel, Hon'ble Chief Minister of Gujarat; Shri Rameshbhai Bhurabhai Katara, Minister of State (Agriculture and Farmers Welfare, Cooperation,

Animal Husbandry and Cow Breeding), Government of Gujarat; Shri Jitubhai Vaghani, Minister of Agriculture, Farmers Welfare, Cooperation, Animal Husbandry, Cow Breeding and Fisheries, Government of Gujarat; and Shri B.V.R. Subrahmanyam, CEO, NITI Aayog, along with senior government officials and industry leaders in Gandhinagar, Gujarat on 3 November 2025.



Launching of Roadmap for Reimagining Agriculture by Hon'ble Chief Minister of Gujarat

Roadmap For Transforming India into a Leading Quantum-Powered Economy

The roadmap set out India's strategy to develop, deploy, and scale quantum technologies over the coming decade, building capabilities, nurturing talent, and forging partnerships from research to commercialisation across priority sectors. By doing so, it positions quantum as a core economic imperative, enabling new global value chains, high-skill jobs, productivity gains, and long-term growth, competitiveness, and strategic autonomy. It was launched by Shri Mallu Bhatti Vikramarka, Hon'ble Deputy Chief Minister of Telangana, along with key state dignitaries Dr. V.K. Saraswat, Member, NITI Aayog, and CEO, NITI Aayog on 4 December 2025 in Hyderabad, Telangana.



Launching of Roadmap for Transforming India into a Leading Quantum-Powered Economy by Hon'ble Deputy Chief Minister of Telangana

Frontier Tech Repository

The NITI Frontier Tech Repository was formally launched on 15 September 2025 by the Hon'ble Finance Minister, Smt. Nirmala Sitharaman, and the Hon'ble Minister for Railways, Information & Broadcasting, and Electronics & Information Technology, Shri Ashwini Vaishnaw, in the presence of senior leadership from NITI Aayog.

Designed as a living and evolving knowledge commons, the Repository documents how frontier technologies, applied with purpose, are transforming lives and livelihoods at scale across India. Developed in partnership with The Better India, the platform is envisioned as a community-driven resource that will continue to expand through contributions from states, startups, and ecosystem partners.



Launch of The Frontier Tech Repository by Hon'ble Finance Minister and Hon'ble Minister for Railways

Strategic Programmes

DX Edge

DX-Edge is a national initiative spearheaded by Confederation of Indian Industry (CII) with the support of NITI Frontier Tech Hub (NITI FTH) and All India Council for Technical Education (AICTE) to drive digital transformation across India's Micro, Small and Medium Enterprises (MSMEs). Anchored in the vision of Viksit Bharat 2047, Dx-EDGE aims to empower MSMEs with the tools, knowledge, and ecosystem needed to become future-ready, competitive, and resilient. By fostering partnerships between industry, academia, technology solution providers, and government, the initiative creates a robust platform for digital adoption, innovation, and inclusive economic growth across the country. The programme empowers students to provide support and handholding to MSMEs via internships (making them industry ready via on the job training) and credits from AICTE.



Launch of DX Edge for MSME

Future Front Quarterly Insights

During the year, NITI-FTH published four editions of Future Front Quarterly Insights, covering AI breakthroughs and emerging trends, quantum computing and national security preparedness, India's data quality imperative, and an introduction to 2D materials.



L to R: Release of Quarterly Insights: “India’s Data Imperative: The Pivot Towards Quality”; “Quantum Computing Implications on National Security” and “Introduction to 2D Materials”

Gurukuls/NITI Lecture Series

NITI-FTH organised high-impact Gurukul/NITI lecture series with leading experts, including Dr Yan LeCun, (VP & Chief AI Scientist, Meta), Dr Pushmeet Kohli (VP Global Research at Google DeepMind), Mr Deepak Mishra (former Director and Chief Executive at ICRIER), and Mr Aditya Natraj (CEO of the PIRAMAL Foundation) on contemporary topics such as “AI for Viksit Bharat”, “The AI Revolution: The Opportunities and Challenges for India”, “Digital Economy for Viksit Bharat” and “Technology in Governance”, respectively.

Other Initiatives

Further, NITI-FTH published two discussion papers and several articles. NITI-FTH also launched three issues of NITI Frontier Tech Radar, a rapid early-warning and decision-support publication providing timely insights into global technology developments and their potential implications for India.

In addition, NITI-FTH convened several stakeholder consultations with startups on topics ranging from AI for Tourism to AI for accelerated drug development etc.

The Hub also convened multiple high-level roundtables with industry leaders, State governments, and Central ministries to build urgency around priority themes—including AI for inclusive societal development; positioning India as a global manufacturing hub; transforming agriculture through frontier technologies etc.

State Engagements

In 2025, the NITI-FTH engaged with select states to co-create strategies for frontier tech leadership in ethical biotechnology, quantum, life tech, etc. The Hub also initiated workshops for states to share best practices and know-how in priority areas like Building Data Centre Strategies for the AI Economy.

INFRASTRUCTURE-CONNECTIVITY

The Infrastructure Connectivity Divisions I and II engage with the Ministries of Railways, Road Transport and Highways, Civil Aviation, Ports, Shipping and Waterways, Housing and Urban Affairs, the Ministry of Finance, and State Governments. The objective is to design, evaluate, and support policies across transport and infrastructure sectors to improve efficiency, enhance effectiveness, and strengthen intermodal coordination. The Divisions provide policy input and reform suggestions through structured discussions, analytical notes, and policy papers. They also offer critical inputs on legislative proposals and appraise projects, Cabinet Notes, and proposals from line Ministries through techno-economic assessment, with a view to strengthening project design, financial viability, and implementation readiness. In addition, the Divisions undertake research studies and collaborate with domestic and international institutions to promote sustainable, resilient, and efficient mobility systems in India.

Roads

During the year 2025–26, more than 75 proposals valuing over ₹80,000 Crores, were appraised for the Road sector, spanning a wide range of geographies and programme types. The proposals appraised pertained to National Highways, Expressways, State Highways, strategic and border road corridors under the Border Roads Organisation, and road infrastructure projects in the North-Eastern Region under schemes such as NESIDS and PM-DevINE.

A thematic webinar on “Himalayan Lifelines” was convened during the year to facilitate dialogue among government institutions, industry, and academia on climate-resilient and disaster-safe road infrastructure. The Division represented NITI Aayog at external platforms, including the FICCI Sustainable Mobility Conference and the Uttar Pradesh Vision 2047 Conference in Lucknow.

Railways

As part of the Expanded Board of Railways, the Division provides policy inputs and supports the long-term development of the railway sector. During 2025–26, proposals from the Ministry of Railways for construction of new lines, doubling and multi-tracking works, including metro rail projects, were examined and appraised. These proposals amounted to approximately ₹1.84 lakh crore and covered a total project length of about 4,800 km. The projects formed part of major corridor programmes, including connectivity for energy, mineral and cement corridors, capacity augmentation of high-density routes, and enhanced rail connectivity to ports under the Rail Sagar initiative.

The Division is also responsible for monitoring the progress of the Dedicated Freight Corridor project, with NITI Aayog represented on the DFCCIL Board. During the year, two research studies were commissioned on non-fare revenue maximisation in Indian Railways, and on policy challenges and pathways for augmenting rail container freight movement to the hinterland.

Ports, Shipping and Waterways

The Division provided appraisal and policy support on Public Investment Board notes, Delegated Investment Board (DIB) proposals, Expenditure Finance Committee proposals, Detailed Project Reports, and proposals placed before Inter-Ministerial Committees. Appraisals focused on strategic alignment, financial viability, and integration with national logistics and connectivity objectives.

Civil Aviation

During the year, the Division examined Detailed Project Reports for greenfield airports at Kottayam in Kerala, Cachar in Assam, Kota–Bundi in Rajasthan, and Puri in Odisha. Detailed Concept Notes were also examined for Darbhanga International Airport and Madurai International Airport.

PM Gati Shakti & Network Planning Group (NPG)

As a key member of the Network Planning Group under the PM Gati Shakti programme, during 2025-26, the Division evaluated 68 projects with a total cost exceeding ₹2.4 lakh crore. Besides, NITI Aayog continued to advocate the use of PM Gati Shakti across national, State, district, and local levels for integrated infrastructure planning and implementation. To accelerate adoption and strengthen user engagement, the PM Gati Shakti registration process was simplified through nodal access with the Infrastructure Connectivity division of NITI Aayog. Training sessions were convened to build capacity and ensure effective implementation. In addition, a Statement of Intent was signed with BISAG-N to jointly develop and implement technology-based proof-of-concepts aimed at addressing sector-specific challenges.

LAW

The Law Division serves as the nodal point of contact with the Ministry of Law and Justice. As part of its core mandate, the Division routinely;

- Reviews and vets Cabinet Notes, proposals and write-ups referred by various Ministries and Departments,
- Drafts and/ or vets guidelines and schemes, provides standard templates.
- Examines Statements of Intent (SoIs), Memoranda of Understanding (MoUs), work orders, agreements, collaboration arrangements and other proposals from different divisions of NITI Aayog.

On 12th April 2025, the Division spearheaded the IPR Stakeholders' Meet on Reforms in Patent Laws at Vigyan Bhawan, New Delhi. The event was graced by the Attorney General for India, Shri R. Venkataramani, ASG Shri Vikramjeet Banerjee, AIIMS Director Dr. M. Srinivasan, and eminent representatives from leading law firms and academic institutions. Following the workshop, a Round Table Conference was convened with the DPIIT under the guidance of Member Shri Rajiv Gauba to deliberate on the proposed reforms.



Stakeholders' Meet to Reforms to Patent Law

The Division also signed its first Statement of Intent (SoI) with National Law University Delhi, establishing a collaborative framework for joint research and initiatives.

Going forward, the Law Division aim to deepen its role in legal research through various studies of strategic importance. The Division also aims to foster partnerships with like-minded organisations to strengthen evidence-based policymaking and promote collaborative legal reform initiatives.

NORTH EAST STATES

The North East Division of NITI Aayog works towards the holistic development of the North Eastern States of India. The division undertakes the following functions: -

- (i) Undertake appraisal of development project proposals for the North Eastern states.
- (ii) Study and provide comments on schemes and proposals of the Ministry of Development of North Eastern Region.
- (iii) Carry out physical surveys and formulate policy research papers.
- (iv) Undertake capacity-building initiatives and training workshops.

Schemes

The NE States Division of NITI Aayog does appraisals for projects under the following schemes of the Ministry of Development of North Eastern Region (MDoNER):

- (i) **NESIDS:** North East Special Infrastructure Development Scheme (NESIDS) is a Central Sector Scheme to provide funding to the State Governments of the North Eastern Region for sectors like water supply, power and connectivity, and social infrastructure such as schools and hospitals. The scheme has the two components (a) NESIDS (Roads) administered by the North Eastern Council and NESIDS (Other than Roads Infrastructure) administered by Ministry of Development of North Eastern Region (MDoNER). During 2025-26, NITI Aayog reviewed 14 projects of NESIDS (Roads) and 40 projects of NESIDS (other than Roads Infrastructure).
- (ii) **Prime Minister's Development Initiative for North-East Region (PM-DevINE):** PM-DevINE is a central sector scheme for funding infrastructure to advance social development, enhance livelihood activities, and fill social development gaps in various sectors. In the Financial year 2025-26, 12 projects were reviewed by NITI Aayog under this scheme.
- (iii) **Special Development Package (SDP):** The scheme includes a financial assistance package for the Bodoland Territorial Council, a Special Economic Package for the Karbi Anglong Autonomous Territorial Council. In 2025-26, 1 Bodoland Tribal Council (BTC) and 3 Karbi Anglong Tribal Council (KAATC) projects were reviewed by NITI Aayog under this scheme.
- (iv) **North Eastern Council (NEC):** NEC is a Statutory Body under the NEC Act 1971 purposed with the role of regional planning. NEC supports overall development in the identified priority sectors important to the North Eastern States. Some of the sectors are Bamboo value chain, Higher Education, Science and Technology, and Telemedicine, among others. In the Financial year 2025-26, 11 projects of NEC were reviewed by NITI Aayog.

PUBLIC FINANCE POLICY ANALYSIS

The Public Finance & Policy Analysis (PFPA) Division is one of the key divisions of NITI Aayog, entrusted with the specific role of appraising public sector programmes, schemes, and projects. The Division is mandated to perform the following core functions:

- Conduct techno-economic appraisals of major public sector projects and programmes, applying established principles of public finance and policy analysis.
- Examine and provide recommendations on all Preliminary-Project Reports (PPRs) that are likely to progress to the EFC/PIB stage.
- Represent NITI Aayog in various high-level committees such as the Expenditure Finance Committee (EFC), Public Investment Board (PIB), Committee on Establishment Expenditure (CEE), and Expanded Board of Railways (EBR) committee etc.

In addition to the core functions mentioned above PFPA also undertaken following activities during 2025-26:

- Research studies to improve the methodology for techno-economic appraisal of programmes and projects to keep them in conformity with the best practices in Policy Analysis and Public Finance with a view to improve the quality of public expenditure through better scheme/project formulation, efficiency and efficacy of expenditure in terms of outputs, outcomes and taking a convergence approach.
- Recommended guidelines and formats for the submission of expenditure proposals for various public funded schemes and projects.
- Recommended best practices for public procurement, contract structuring and project management.
- Assisted Central Ministries/States to establish proper procedures for development of scheme and project proposals.
- Capacity building initiatives around Policy Analysis and Public Finance.

Appraisal of Public Programmes, Schemes, and Projects

This Division conducted comprehensive appraisal of projects/schemes costing more than ₹500 crore as part of the appraisal process for the Public Investment Board and the Expenditure Finance Committee (EFC). Proposals of the Ministry of Railways costing ₹500 crore and above, to be considered by the Expanded Board of Railways (EBR), are also appraised. Appraisal of the Revised Cost Estimate (RCE) proposals is also carried out by the Division with a view to analyse the factors contributing to cost and time overruns and their impact on viability. PFPA has also been providing inputs for appraisal of the externally aided projects at the Preliminary Project Report (PPR) stage.

In delivering this critical function; PFPA through its techno-economic appraisals has brought paradigm shift in appraisal mechanisms and procedures for structuring and preparation of public

projects and schemes. The Division, through its appraisal memoranda, has been instrumental in suggesting and bringing about systemic improvements aimed at efficacy of public sector schemes and spending in terms of delivery and outcomes.

During 2025-26 (1st April 2025 to 31st December 2025), PFPA appraised 166 EFC/PIB/EBR/CEE proposals, comprising both schemes and projects and involving an outlay of ₹44.46 Lakh crore. The sectoral distribution of schemes/projects appraised during the period is given in the Annexure-1.

PUBLIC PRIVATE PARTNERSHIP (PPP)

The Public Private Partnership Division is actively working towards deepening the reach of public-private partnerships as the preferred mode for the implementation of infrastructure projects. Its work aims at enabling creation of time-bound world class infrastructure, and attracting private sector and institutional capital in development and operation of infrastructure (including social infrastructure).

PPP in Hospitals

In response to the growing demand for hospitals offering quality healthcare services, in 2020, NITI Aayog developed Guiding Principles for PPP in Medical Education, whereby an existing district hospital could be attached to a new medical college developed in the design, build, finance, operate and transfer mode on PPP basis. Further to the initiative in 2020, and in order to support construction and operation of hospitals in PPP mode, the PPP Division of NITI Aayog prepared draft '*Guiding Principles for Development of Hospitals on Design, Build, Finance, Operate and Transfer (DBFOT) Basis*'. The framework is based on international best practices, with the objective of setting up and operating greenfield hospitals with state-of-the-art technology across the country, leveraging private sector investment and efficiencies, and is currently undergoing stakeholder consultations.

PPP in Textile Parks

NITI Aayog worked with the Ministry of Textiles for channeling private investment towards 'Development and Operation of Textile Parks in the PPP Mode', under the PM Mitra Scheme. Two projects have been appraised by the PPP division – entailing establishment and operation of Textile Parks equipped with cutting-edge facilities and designed to develop integrated large scale and modern industrial infrastructure facilities for the entire value-chain to boost domestic production, reduce logistics costs, and enhance the global competitiveness of India's textile sector, driving significant employment and economic growth across the chosen states. The Division has already appraised projects for Textile Parks at Lucknow, Uttar Pradesh and Kalburgi, Karnataka, and is currently appraising a third park located in Navsari, Gujarat.

NITI also worked with the Ministry of Textiles for appraising the project for development of the Crafts Complex named 'The Kunj' (a first-of-its-kind crafts complex established by the Ministry

of Textiles at Vasant Kunj, New Delhi, for promoting Indian handicrafts and handlooms) in the PPP mode.

PPP in Multi Modal Logistics Parks

NITI Aayog is closely working with the Ministry of Road Transport and Highways and National Highways Logistics Management Limited for revision and updation of the ‘Model Concession Agreements (MCAs)’ for Multi Modal Logistics Parks (MMLPs), in order to strengthen the concession framework for effective implementation of MMLP projects. The MCA is undergoing extensive deliberations, with the objective of enhancing biddability, viability and bankability of such projects.

PPP in Railway Stations

NITI Aayog worked with the Ministry of Railways towards appraising the proposals, project structures, and Bid Documents (Request for Proposal and Model Concession Agreement) for Redevelopment and Operation of Railway Stations at Vijayawada (Andhra Pradesh). The brownfield redevelopment contemplated under the projects also allowed for development of commercial areas attached to the railway stations, for maximisation of the revenue potential of the allocated land parcels. The projects have received in-principal approval and is now in the bidding stage.

PPP in Ports

NITI Aayog worked with the Ministry of Ports, Shipping, and Waterways to appraise the project proposal, structure, and Bid Documents for the dredging and land reclamation in relation to greenfield development of the ₹76,000 crore Vadhvan Port in Maharashtra through PPP using the Hybrid Annuity Mode (HAM), aiming to create India’s biggest public port. The project, implemented through Vadhvan Port Project Limited (VPPL), a joint venture of Jawaharlal Nehru Port Authority and Maharashtra Maritime Board, is the first port project using the HAM model for crucial works such as dredging and land reclamation. This innovative HAM approach splits costs over the concession period, reducing upfront investment and ensuring timely delivery for the project. The construction of the port terminals will be undertaken with progress in dredging and reclamation.

PPP in Education

NITI Aayog proactively worked with the Department of Higher Education towards formulating the Viability Gap Funding (VGF) proposals for Development and Operation of Student Housing at IIT Madras, IIM Udaipur and IIIT Nagpur through PPP – developing the project structure and Bid Documents (Request for Proposal and Model Concession Agreement) – in FY 2024-2025. The underlying PPP model aims to leverage private sector investment and efficiencies in development of student housing facilities on DBFOT (Design, Build, Finance, Operate and Transfer) basis with

the option of VGF support from the Government under the ‘Scheme for Financial Support to Public Private Partnerships in Infrastructure’. Post receiving in-principal approval for VGF and successful bidding, the said projects were placed under execution in FY 2025-26.

PPP in Sports Stadiums

NITI Aayog worked with the Ministry of Youth Affairs and Sports for developing a concept paper outlining the proposed concession framework for undertaking projects for development of Integrated Sports Stadiums in the PPP Mode. The proposed PPP framework has been developed for undertaking such projects on DBFOT basis, with the ultimate objective of creating multi-use Sports Stadiums in line with international best practices, through participation of the private sector.

PPP in Roads

NITI Aayog is closely working with the Ministry of Road, Transport and Highways for revision and updation of the ‘Model Concession Agreements (MCAs)’ for BOT (Toll) Projects, Hybrid Annuity Model (HAM) Projects, and Capacity Augmentation in BOT (Toll) Projects, in order to strengthen the concession framework for effective implementation of highway projects in these modes. The revised MCA is in the process of finalisation, following extensive deliberations, with the objective of enhancing biddability, viability and bankability of the said projects.

National Monetisation Pipeline

Core Asset Monetisation was identified as one of the country’s three pillars for enhanced and sustainable infrastructure financing in the Union Budget 2021-22. The Union Budget tasked NITI Aayog with creating the “National Monetisation Pipeline” (NMP) for brownfield core infrastructure assets. The NMP, laying down the framework for monetisation policy and listing the pipeline of potential core assets of Central Ministries/ CPSEs with an indicative value of ₹6.0 lakh crore over a 4-year period (FY22-25), was released in August, 2021. It served as a medium-term roadmap for identifying potential monetisation-ready projects across various infrastructure sectors, including roads, railways, aviation, power, oil and gas, and warehousing.

The Union Budget 2025-26 announced the launch of NMP 2025-30 to plough back ₹10 lakh crore to further accelerate the creation of infrastructure in the country. This target would be met from the infrastructure assets falling under the purview of the key Ministries / Departments. The NMP 2.0, detailing the sector wise assets considered for monetisation has been prepared after consultations with the Nodal Ministries.

Appraisal of Central Government Public Private Partnership Projects

During the period from 1st April 2025 to 22nd December 2025, 81 PPP projects with total cost of ₹1,79,649 crore (including 4 VGF projects with a total cost of ₹2,243 crore) have been appraised by the PPP Division.

RESEARCH AND NETWORKING

In pursuance of NITI Aayog’s mandate to provide specialised inputs to the national development agenda and to evolve as a knowledge and innovation hub, concerted efforts have been undertaken to promote, coordinate, and institutionalise research activities across the organisation.

With this objective, a dedicated Research and Networking (R&N) Division was established in September 2024 to streamline research-related initiatives, enhance inter-divisional coordination, and strengthen institutional linkages in the domain of policy research and analysis. The R&N Division is responsible for administering the Research Scheme of NITI Aayog, commissioning and monitoring research studies, publishing reports and working papers, facilitating collaborations with academic and research institutions, and undertaking other related activities, the details of which are outlined below.

Research Scheme of NITI Aayog (RSNA)

A streamlined proposal evaluation framework for research proposals originating within NITI Aayog was developed for studies proposed under RSNA, providing critical evaluation and recommendations to ensure methodological rigour, strategic relevance, and policy alignment. The comprehensive evaluation process through a structured Appraisal Note culminated in meticulously curated recommendations that enhanced the research proposal’s analytical rigour, policy pertinence, and alignment with NITI Aayog’s institutional mandate.

During the year 2025-26 (up to 22nd January, 2026), a total grant of ₹345.25 lakh has been released. Proposals for funding 23 new research studies have been approved (Anx.-II, Table 1.1), and 03 ongoing ones were completed during the year (Anx.-II, Table 1.2).

NITिसंधान - Quarterly Newsletter of NITI Aayog

In furtherance of its mandate to facilitate dissemination, peer learning, and knowledge exchange, the R&N Division commenced publication of a quarterly research newsletter in January 2025 to consolidate and showcase the research and analytical work undertaken across NITI Aayog.

The newsletter, brought out by the Division, serves as an institutional knowledge publication for the dissemination of key research outputs of the organisation. It has systematically documented highlights of research studies, policy briefs, and knowledge-sharing workshops, and has featured contributions from various Divisions and subject-matter experts within NITI Aayog. NITिसंधान has served as a formal platform for enhancing institutional outreach and visibility, while facilitating informed engagement with stakeholders across government, academia, and the broader policy ecosystem.



[Scan this to QR to access the latest edition of NITिसंधान]

India Policy Forum: Viksit Rajya for Viksit Bharat

The India Policy Forum 2025 was successfully organised in partnership with National Council of Applied Economic Research (NCAER) on 28th June 2025 at NCAER, New Delhi, with participation from Chief Secretaries from various states of India.

The deliberations centred on the theme “Viksit Rajya for Viksit Bharat: Data-Driven Pathways to Fiscal Strength and Inclusive Growth.” The forum facilitated high-level discussions on state-level fiscal reforms and inclusive growth, enabling meaningful engagement between the state leadership and domain experts. The interactions strengthened inter-state knowledge exchange and contributed to the identification of actionable pathways towards the vision of Viksit Bharat @2047.



Glimpses from India Policy Forum 2025 organised at New Delhi

RURAL DEVELOPMENT AND PANCHAYATI RAJ INSTITUTIONS

The Division provides overall policy guidance to the Department of Rural Development, Ministry of Rural Development (MoRD) and Ministry of Panchayati Raj (MoPR). The Division engages with Department of Rural Development in formulating policies, programmes, initiatives and reforms. It also collaborates with various national and international academic institutions, research organisations, development partners and eminent experts to advance the discussion towards making a long-term impact on policy approaches for Rural Development. The Division also monitors the progress of various schemes of Rural development and Panchayati Raj.

Seminars/Workshops: During the year, the Division organised national seminars/workshops as under:

- (a) **Mainstreaming Climate Adaptation into Local Development Planning (April 2025):** The workshop aimed to develop an approach for systematically integrating climate adaptation into Panchayat-level development planning. Recognising the increasing vulnerability of rural communities to climate-induced risks, the workshop sought to position Panchayati Raj Institutions (PRIs) as critical agents in fostering local climate resilience.

- (b) **Strengthening Rural Micro Enterprises (June 2025):** The seminar brought together a wide spectrum of stakeholders including policymakers, officials from Union Ministries, state representatives, financial institutions, civil society organisations, sector experts, practitioners, grassroots enterprises, as well as members from Self-Help Groups (SHGs) and Farmer Producer Organizations (FPOs).
- (c) **Strategies for Enhancing Own Source Revenue (OSR) for Panchayats (July 2025):** The purpose was to build upon the analytical groundwork already laid by the Ministry of Panchayati Raj and to foster a collaborative environment for peer learning. This forward-looking platform was designed for states to share their experiences, identify high-impact reforms, and promote the digital and institutional innovations necessary to improve the revenue-generating capacity of rural local bodies.
- (d) **Global Aspirations, Local Foundations Scaling Women-Led Startups from Rural India (September 2025):** The seminar aimed to convene diverse actors across government, finance, markets, and the entrepreneurial ecosystem to design targeted strategies for empowering rural women-led enterprises through policy, partnerships, and platforms.

SCIENCE & TECHNOLOGY

The Division is playing a catalytic role in promoting Science & Technology in the country in association with the Central Scientific Departments/Agencies and States/UTs. The Division is the nodal for dealing with Science and Technology programmes of the major Central S&T agencies/Departments, viz. Department of Science and Technology (DST), Department of Biotechnology (DBT), Department of Scientific and Industrial Research (DSIR) including the Council of Scientific and Industrial Research (CSIR). Department of Space (DOS), Department of Atomic Energy (DAE) and Ministry of Earth Sciences (MoES).

During year 2025-26, S&T Division has undertaken the following activities:

India in the Global Innovation Index

Being a nodal agency, NITI Aayog, has been making concerted efforts to improve India's rank in the Global Innovation Index (GII). Inter-Ministerial Coordination Committee chaired by CEO, NITI Aayog is closely monitoring the progress of uploading most updated data of the innovation indicators and reforms actions needed for further improvement. It assesses the overall innovation performance of India. It interacts with WIPO, other nodal Ministries/Departments and also the Top Innovative countries to improve further the India's ranking in GII. NITI Aayog organised two meetings first with Mr. Daren Tang, Director General, World Intellectual Property Organization (WIPO) and second with Mr. Marco Aleman, Assistant Director General, WIPO and Mr. Carsten Fink, Chief Economist to discuss relevant aspects.



Meeting with Director General, WIPO to discuss India's position in Global Innovation Index

With these efforts, India secured the 38th position in Global Innovation Index out of 139 economies in 2025. The nation's continued ascent in several innovation parameters reflects a remarkable journey from its 81st rank in 2015 to 38th rank in 2025. India performs significantly better in innovation outputs (32nd) than in innovation inputs (52nd).



Reports Released during 2025-26

“A Roadmap for Strengthening State Science & Technology (S&T) Councils”

The NITI Aayog has released the report titled “A Roadmap for Strengthening State Science & Technology (S&T) Councils”. The report presents a comprehensive framework for empowering the State S&T Councils to act as robust enablers of science, technology, and innovation-led development in every State and Union Territory (UT). By strengthening these Councils, States will be able to harness the transformative potential of science and technology to accelerate progress in key priority areas and align national priorities with local aspirations and resources.

The report has been developed through an extensive consultation process with scientific departments and ministries, drawing on both national and state-level perspectives. It critically analyses the current status of State S&T Councils, highlighting their contributions while also identifying systemic challenges that need to be addressed. At the same time, it outlines clear strategies for reforming their structures, enhancing resource mobilisation, fostering stronger partnerships with academia and industry, and aligning their activities with the developmental needs and aspirations of the States/UTs.



Release of a Report Titled “Roadmap for Strengthening State Science & Technology (S&T) Councils” on 10th July 2025

“Pathways to Progress: Analysis and Insights into India’s Innovation Story”

NITI Aayog released comprehensive report titled “Pathways to Progress: Analysis and Insights into India’s Innovation Story”. The report captures India’s remarkable journey in science, technology, and innovation, providing a detailed assessment of the country’s achievements, challenges, and opportunities to strengthen its position as a global innovation hub. The report provides a holistic view of India’s innovation ecosystem, encompassing national and state initiatives, industry and grassroots innovations, startups, university industry-government collaborations, and India’s positioning in global innovation rankings. The report also identifies systemic challenges and lays out a forward-looking roadmap that includes scaling successful models, fostering deep technology innovation, strengthening knowledge creation, enhancing global integration, and building innovation capacity across States.



Release of Report Titled “Pathways to Progress: Analysis and Insights into India’s Innovation Story” on 23rd September 2025

Regional Consultative meeting on Ease of Doing Research & Development in India

During the year 2025-26, NITI Aayog organised Eight Regional consultative meetings on Ease of Doing Research & Development (R&D) at Lucknow, Jammu, Dehradun, Delhi, Ahmedabad, Hyderabad, Guwahati and Trivandrum to discuss the bottlenecks that hinder India's R&D ecosystem and how to address those for creating a more enabling, agile, and innovation-driven environment of doing R&D. Main themes of these consultations include: streamlining regulatory processes, introducing flexible and transparent procurement systems, implementing performance-linked funding mechanisms, promoting institutional autonomy, facilitating researcher mobility, and reinforcing industry-academia-government collaboration. These consultations were graced by Smt Anandiben Patel, Hon'ble Governor of UP; Shri Jishnu Dev Varma, Hon'ble Governor, Telangana; Shri Rajendra Vishwanath Arlekar, Hon'ble Governor of Kerala; Dr Jitendra Singh, Hon'ble Minister of Science & Technology, Dr. Raghunath Mashelkar, Former Director General, CSIR, Delhi, Dr. Anil Kakodkar, Former Chairman, Atomic Energy Commission and also attended by Secretaries of Scientific Departments/Ministries, Directors of National Laboratories, Vice Chancellors of Central and State universities, Senior leaders of Industries and also Senior Officers of Central & State Governments.

These consultations have highlighted the need for decentralised decision-making, improved and diversified funding mechanisms, and greater incentives for interdisciplinary and translational research. The discussions also emphasised the creation of mechanisms for seamless researcher mobility and bridging the lab-to-market gap to accelerate innovation commercialisation. The deliberations further explored global models and best practices for enhancing R&D efficiency, with inputs from international stakeholders.



Glimpses from Consultative meeting on Ease of Doing Research & Development

Consultative Meetings on Promoting University–Industry–Government (UIG) Collaboration

In alignment with the national priority to foster innovation-driven growth, NITI Aayog has undertaken an initiative to strengthen University–Industry–Government (UIG) collaboration across the country. The initiative aims to identify systemic challenges and co-develop actionable

policy measures to enable seamless partnerships, effective technology transfer, and innovation-led development.

As part of this effort, NITI Aayog has initiated a nationwide series of consultations with academic institutions, industry leaders, R&D organisations, and government regulatory bodies. Two meetings were held under the chairpersonship of Dr. V.K. Saraswat, Hon’ble Member (S&T), NITI Aayog at Delhi and Mohali. The meeting brought together Directors of national laboratories and academic institutions, senior industry representatives, and key government stakeholders to deliberate on strategies for enhancing research–industry connect, improving commercialization pathways for indigenous.



Meeting on promoting University – Industry – Government (UIG) Collaboration held at Mohali

SKILL DEVELOPMENT & ENTREPRENEURSHIP, LABOUR & EMPLOYMENT

The Division plays a pivotal role in contributing critical inputs for initiatives and reforms in the areas of skill development, employment, livelihood creation, and social security. The Division works closely with the Ministry of Skill Development & Entrepreneurship (MSDE) and the Ministry of Labour & Employment (MoLE) to provide policy recommendations on key schemes and initiatives in the sector. It also engages with State Governments, think tanks, academic institutions, civil society, industry, and international organisations for collaborative work on skill development, labour welfare, and livelihood, thereby providing policy guidance to stakeholders.

Roundtable on Apprenticeship

On 16th April 2025, a stakeholder consultation with 10 States on “Strengthening Apprenticeship Training” was organised through video conferencing. Inputs and best practices were collected for incorporation into the Division’s forthcoming report: *Revitalising India’s Apprenticeship Ecosystem: Insights, Challenges, Recommendations, and Best Practices*.



Roundtable on Apprenticeship

Roundtable on Increasing Female Labour Force Participation

On 15th May 2025, a roundtable was held under the chairmanship of Dr. Arvind Virmani, Member, NITI Aayog, bringing together representatives from the Ministry of MSME, MSDE, MoWCD, ILO, academia, industry, State Governments, and civil society organisations. The deliberations focused on gender-responsive skilling, mobility, digital and financial inclusion, and addressing prevailing social norms. Discussions also highlighted emerging opportunities in the care economy, STEM, MSMEs, and gig work. The session underlined the importance of fostering a gender-sensitive policy ecosystem to advance women-led development and promote women’s economic empowerment across sectors.



Roundtable on Increasing Female Labour Force Participation held at NITI Aayog

Roundtable on International Mobility of Skilled Workers

On 13th June 2025, NITI Aayog organised a consultation on “International Mobility for Skilled Workers: Advancing the Training Ecosystem and Strategic State Partnerships”, chaired by Dr. Arvind Virmani. The consultation brought together representatives from Central Ministries, State Governments, academia, industry leaders, international organisations, and subject experts. Deliberations focused on aligning training programmes with global standards, ensuring fair and secure mobility, enhancing institutional readiness, and strengthening language training and cultural orientation. The recommendations underscored the need to develop a robust international mobility ecosystem, with the broader objective of positioning India as the Skill Capital of the World.

SOCIAL JUSTICE & EMPOWERMENT

The Social Justice and Empowerment Division is functioning as the nodal division for the Ministry of Social Justice and Empowerment (Department of Social Justice and Empowerment and Department of Empowerment of Persons with Disabilities), Ministry of Tribal Affairs and Ministry of Minority Affairs. The major responsibility of the Division is to provide inputs in the formulation of policies and programmes to safeguard and empower the interests of the socially, educationally and economically weaker sections of the society such as the Scheduled Castes (SCs), Scheduled Tribes (STs), Other Backward Classes (OBCs), Economically Backward Classes (EBCs), Minorities and other vulnerable groups such as Persons with Disabilities, senior citizens, etc.

SUSTAINABLE DEVELOPMENT GOALS (SDG)

The Sustainable Development Goals lay out a uniquely ambitious and comprehensive agenda for global development by 2030. In India, NITI Aayog is the nodal agency for the 2030 Agenda for Sustainable Development, leading with the spirit of cooperative and competitive federalism. It is responsible for coordinating and supervising SDG efforts at the national and sub-national levels.

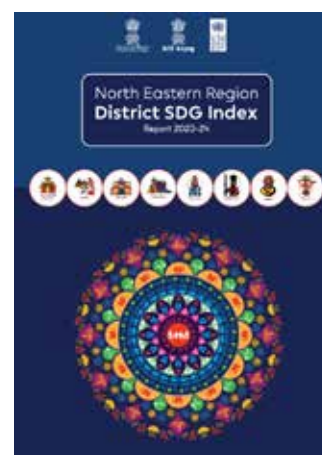
To this end, NITI Aayog has developed monitoring tools such as the SDG India Index and Dashboard, NER District SDG Index and National Multidimensional Poverty Index (MPI) to evaluate the performance and rank States/ districts, thus promoting competitive federalism. While SDG India Index is designed to provide an aggregate assessment of the performance of all Indian States and UTs on various SDGs, NER District SDG Index provides insights into goal-wise performance at district levels in the North Eastern Region. The National MPI captures overlapping deprivations across the three dimensions of health, education and standard of living across 12 indicators. These indices help leaders and change-makers evaluate their performance on social, economic and environmental parameters.

Localisation of the SDGs is the key to reach furthest behind first, and therefore a crucial mandate of the division. These efforts have strengthened the statistical systems and developed a monitoring framework covering all the 17 Goals and more than 100 indicators across the country. With this refined and comprehensive edition, NITI Aayog aims to cement India's place as a trailblazer in SDG achievement.

During 2025–26, the SDG Division continued emphasis on aligning national priorities with the UN 2030 Agenda. The Division's strategy focused on three pillars: Refined Data Analytics, Aggressive Localisation, and Strengthened Intergovernmental Partnerships aimed at translating macro-level gains into local impact. The year culminated in the successful submission of India's Voluntary National Review (VNR) 2025 to the UN, highlighting national progress and deepened engagement with States and Districts through targeted workshops and indices to accelerate advancement in areas such as poverty reduction, gender equality, and nutrition.

Data-Driven Monitoring and Evidence-Based Planning

Release of the North Eastern Region (NER) District SDG Index 2023–24: The North Eastern Region (NER) District SDG Index 2023–24, developed by NITI Aayog, was released on 7th July 2025 to address the unique developmental and ecological challenges of the eight North Eastern States. The Index provides a comprehensive, evidence-based framework for monitoring and improving district-level SDG performance in the region. It aims to identify critical gaps, promote competitive and cooperative federalism, encourage peer learning, and strengthen data-driven policymaking for targeted interventions.



The second edition of the Index expanded its coverage to 121 districts across the eight NER States (up from 103 in the first edition) and evaluated progress on 15 SDGs (excluding Goals 14 and 17) through 84 indicators drawn from national and state data systems. Districts were categorized as Achievers, Front Runners, Performers, or Aspirants. Hnahthial district (Mizoram) topped the rankings with a composite score of 81.43, while several districts from Nagaland entered the top ten, signaling significant improvement in regional development outcomes.

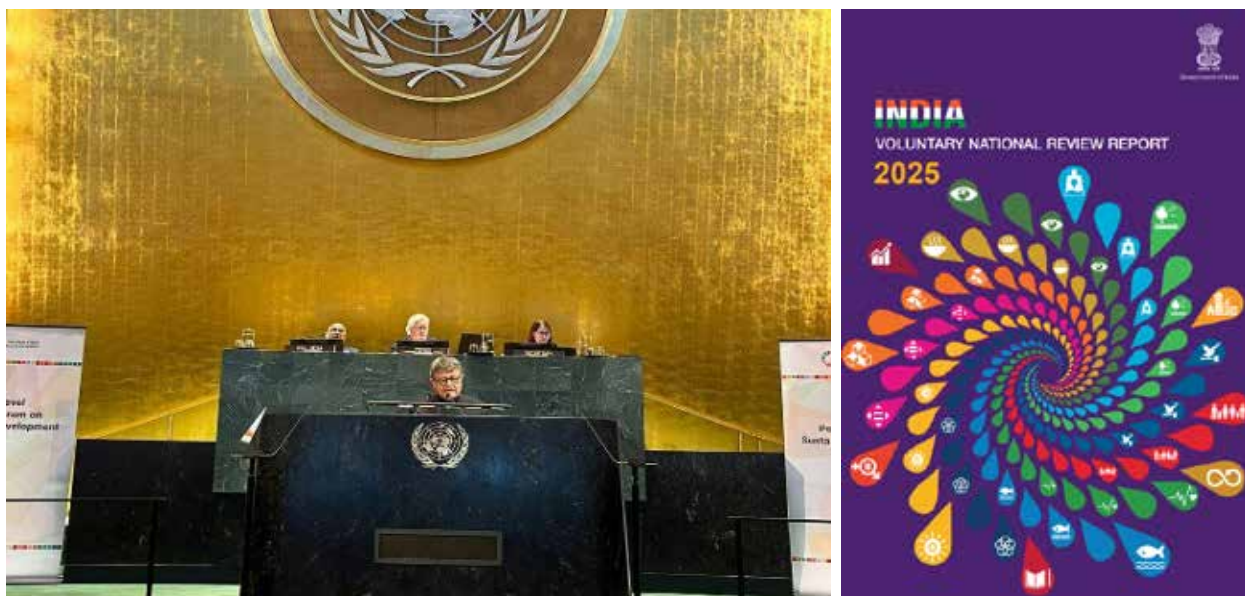
The Index has enhanced monitoring and evaluation mechanisms, supporting evidence-based planning and localized SDG implementation. Notably, 85% of districts improved their composite scores, reflecting the impact of coordinated development efforts. The recognition of all districts in Mizoram, along with those in Sikkim and Tripura, as Front Runners highlights the region's progress toward sustainable development and reaffirms NITI Aayog's commitment to fostering inclusive and balanced growth across India's North Eastern Region.



The release of NER SDG Index 2023-24

India's Voluntary National Review (VNR) 2025 at the UN High-Level Political Forum

In July 2025, Shri Suman K. Bery, Vice Chairman, NITI Aayog, presented India's Third Voluntary National Review (VNR) on SDGs during the Ministerial Segment of the High-Level Political Forum (HLPF) on Sustainable Development convened by the Economic and Social Council (ECOSOC) at the United Nations. The VNR highlighted India's accelerated progress towards the 2030 Agenda, reflecting sustained economic growth, infrastructure development, efficient welfare delivery, and active grassroots participation. Prepared through a whole-of-government and whole-of-society approach, the report was developed through extensive consultations with States, Union Territories, civil society, development partners, and the private sector, and underscored key national achievements, including significant reductions in multidimensional poverty, expansion of nutrition, health, and welfare programmes, advancements in clean energy initiatives, leadership in Digital Public Infrastructure, data-driven governance, and flagship localization initiatives for last-mile service delivery, thereby reaffirming India's continued commitment to achieving the UN 2030 Agenda.



Hon'ble Vice Chairman, NITI Aayog delivering India's country statement during the General Debate



Indian Delegation Presenting VNR 2025

Globally, the VNR 2025 reinforced India's leadership in inclusive growth, digital innovation, and South–South cooperation, positioning the country as a trusted development partner in capacity building and institutional support. The report's strategy aligns closely with the Viksit Bharat @2047 vision, emphasising inclusion, innovation, and institutional resilience. **On the sidelines of the HLPF, India also hosted a Side Event on “SDGs: Keeping up the momentum for Agenda 2030.”** Overall, India's 2025 VNR reaffirmed its role as a global thought leader in sustainable development.

Regional and Global Engagement

Global Alliance Against Hunger and Poverty

Over the past year, the Global Alliance against Hunger and Poverty, launched at the G20 Leaders' Summit in Rio de Janeiro in November 2024 under Brazil's G20 Presidency, has transitioned from establishment to active implementation, bringing together over 103 countries and 95 organisations. India formally joined the National and Knowledge Pillars of the Alliance on 6 November 2024, with NITI Aayog designated as the nodal agency, and has since played an active role in its governance and operationalisation. Represented on the Board of Champions and the Core Group, where India serves as Vice Chair, the country has emerged as a key knowledge partner, contributing significantly to the Alliance's Policy Basket by sharing 12 flagship national programmes. Through its engagement under the Knowledge Pillar, India has advanced efforts to extend knowledge cooperation and technical support to partner countries, while actively participating in meetings of the Board of Champions and Core Group during 2025. As the Alliance completes its first year of implementation, India has consolidated its position as a leading contributor to strategic direction, knowledge exchange, and global efforts to address hunger, poverty, and inequality in alignment with the Sustainable Development Goals.



Meeting of Global Alliance Against Hunger and Poverty

12th Asia Pacific Forum on Sustainable Development

NITI Aayog participated in the 12th Asia-Pacific Forum on Sustainable Development held in Bangkok from 25th to 28th February 2025, which focused on advancing evidence-based solutions for the 2030 Agenda. Shri Suman K. Bery, Vice Chairman, NITI Aayog, was elected Chair for the opening agenda item and also served as a panellist in a high-level session on accelerating SDG implementation, highlighting issues related to sustainable financing, data, digital technologies, and future generations. Programme Director (SDGs), NITI Aayog, delivered India's country statement during the session on Voluntary National Reviews, highlighting India's experience in SDG localisation, stakeholder engagement, and data frameworks.



Hon'ble Vice Chairman, NITI Aayog at 12th Asia Pacific Forum on Sustainable Development

World Social Development Summit (3rd to 5th November 2025, Doha, Qatar)

The World Social Development Summit was held in Doha from 3rd to 5th November 2025, convened by the United Nations General Assembly. The Summit reviewed global progress on poverty eradication, employment, and social inclusion, and reaffirmed commitment to the 2030 Agenda through inclusive and people-centric approaches, guided by the principle of leaving no one behind.

During the Summit, the Indian delegation from NITI Aayog hosted an India side event in collaboration with the Ministry of Labour and Employment, Government of India, and the Embassy of India in Qatar, Doha. On sidelines of the Summit, the Indian delegation participated in the First Leaders’ Meeting of the Global Alliance Against Hunger and Poverty held on 3 November 2025. India, as a member of the Board of Champions and Vice Chair of the Core Group of the Alliance, was represented by Programme Director (SDGs), NITI Aayog.



Indian Delegates participated in the Special Session of the First Leaders’ Summit

NITI Aayog co-organised an India side event titled “*Pathways out of Poverty: India’s Experience in Empowering the Last Mile*” on 5th November 2025, in partnership with the Ministry of Labour and Employment and the Embassy of India in Qatar. The event highlighted India’s multidimensional approach to poverty reduction, social protection, livelihoods, and Digital Public Infrastructure, noting that over 248 million people exited multidimensional poverty between 2013–14 and 2022–23. India’s participation reinforced its contribution to global dialogue and partnerships aligned with SDGs 1, 2, and 8.



Panelists at the India’s side event during the World Summit for Social Development (WSSD)

Shanghai Cooperation Organisation Forum on Sustainable Development in Sidelines of Council of Heads of Government of SCO

NITI Aayog participated in the Shanghai Cooperation Organisation (SCO) Forum on Sustainable Development held on 17th November 2025 in Moscow, on the sidelines of the SCO Council of Heads of Government meeting. The Forum was organised by the Office of the Special Representative of the President of the Russian Federation for Relations with International Organisations to Achieve SDGs, in collaboration with the SCO Secretariat, with support from the Ministry of Economic Development of the Russian Federation and the Roscongress Foundation. The Indian delegation was led by Dr V. K. Paul, Member, NITI Aayog.

The Forum facilitated discussions among SCO Member States and partners on progress under the 2030 Agenda and emerging post-2030 priorities, focusing on SDG implementation experiences,

the role of ESG frameworks, sustainable financing, and enhanced regional cooperation, including harmonisation of ESG standards and development of shared regional indicators.



Indian delegation participating in the SDG forum under SCO

SECURITY & STRATEGIC AFFAIRS

The Security and Strategic Affairs Division plays the role as the key interface between the Ministries of Defence, Home Affairs, and External Affairs, driving strategic coordination and foresight. In 2025–26, the Division’s work focused on advancing national security priorities, self-reliance in defence, and India’s evolving strategic imperatives.

During the year, the Division led thematic deliberations at the Conclave on “Towards Viksit Bharat@2047: Strengthening Economy, National Security, Global Partnerships, and Law”. It also prepared a working paper on “Security and Strategic Pathways for Viksit Bharat @ 2047”, outlining priorities in defence innovation, maritime and space security, cyber resilience, and border development. The paper emphasised institutional synergy, technology adaptation, and a multi-domain approach to national security.



Glimpses from the Conclave on “Towards Viksit Bharat@2047”

The Division also organised a two-day stakeholder consultation on “Expanding Defence Production for Exports” on 11–12 November 2025 under the guidance of Shri Rajiv Gauba, Member, NITI Aayog. It brought together government, industry, start-ups, MSMEs and experts to discuss policy reforms, industry challenges, innovation ecosystems and global best practices. The discussions emphasised coordinated reforms and technology-led manufacturing to enhance India’s global defence production and export capabilities.



Glimpses from the Stakeholder consultation on “Expanding Defence Production for Exports”

SERVICES

The Services Division of NITI Aayog undertakes policy research, analysis, and stakeholder engagement to promote sustainable and inclusive growth of India’s services sector, in alignment with the vision of Viksit Bharat @2047.

Key Activities During 2025-26

Services Division was set up in 2024 and has done analytical and consultative work to support strategic policy formulation in services. Major initiatives include:

- Release of a working paper titled “Identifying Potential Service Sub-Sectors: Insights from GVA, Exports, and Employment Data”.
- Constitution of the Expert Advisory Group (EAG) on Services to provide strategic guidance on emerging opportunities, regulatory reforms, and export promotion.
- Development of Sector-Specific Reports focusing on high-potential segments such as financial, education, and health services.
- Launch of a Thematic Series on Macroeconomic Dimensions of Services, analysing trends in value addition, employment, productivity, and trade.
- Stakeholder Consultations on key cross-cutting issues, including *domestic regulations in professional services*, and *export of education services (EdTech)*, to gather actionable insights for policy design.

The Services Division Aayog released two reports under the *Services Thematic Series*, titled “Insights from GVA Trends and State Level Dynamics” and “Insights from Employment Trends and State Level Dynamics”. These Reports are one of the first dedicated assessments of the services sector from the macro lens of output and employment, going beyond aggregate trends to present disaggregated and State-level profiles.



Launch of India's Services Sector Report

STATE FINANCE

The State Finance Division seeks to strengthen coordination with States and serve as a single point of contact for all matters pertaining to finances of States. The Division has been entrusted with the responsibility of maintaining a State-wise database on macroeconomic, financial, fiscal and social indicators; assessing the financial health of the States, including the assessment of transfers from the Centre to the States; and fostering cooperative federalism through structured support and initiatives. This database is used for providing important policy inputs to the States and pushing for reforms in fiscal matters.

The major activities and studies undertaken by the Division during 2025-26 are as follows:

Repository of Database

The Division maintains State-wise database on key macro, social, and financial indicators. The Division also maintains the information on the Central transfers which is regularly updated. This database is used by NITI Aayog for providing important policy inputs to the States on various policy matters.

State Finance Briefs including analysis of State's Fiscal Health

Using the information available in State Budgets 2025-26, the Division analysed States' fiscal and financial health by assessing their performance in various key indicators like GSDP growth, per capita GSDP, receipts including resources generated from own taxes, expenditures including capital expenditure, social sector expenditure, fiscal, and revenue deficit and its debt position.

Cross States analysis of key macro-economic indicators of the States was also undertaken which is being used in regular interactions/meetings with the State Governments/UTs to provide inputs for future growth. The Division also provides inputs for high level visits to States/UTs; and meetings/interactions of the Vice Chairman/Members/CEO, NITI Aayog.

Knowledge Sharing

The Division has been proactively engaging with leading institutions and think tanks facilitating knowledge support to States on their fiscal and financial matters.

The Division has launched “NITI NCAER States Economic Forum” portal, in collaboration with the National Council of Applied Economic Research (NCAER) and 16th Finance Commission which is a comprehensive repository of data on social, economic and fiscal parameters, wide range of research reports, papers, and expert commentary on State Finances for a period of about 33 years (i.e 1990-91 to 2023-24).

The portal which had been launched by the Hon'ble Finance Minister, Ms. Nirmala Sitharaman on 1st April, 2025 in New Delhi, has four main components viz. (i) State Reports; (ii) Data Repository;

(iii) State Fiscal and Economic Dashboard and; (iv) Research and Commentary. The portal serves as a comprehensive research hub, offering a wealth of data and analytical tools for in-depth research studies, informed debates and discussions on the economic and fiscal challenges facing the Indian States.

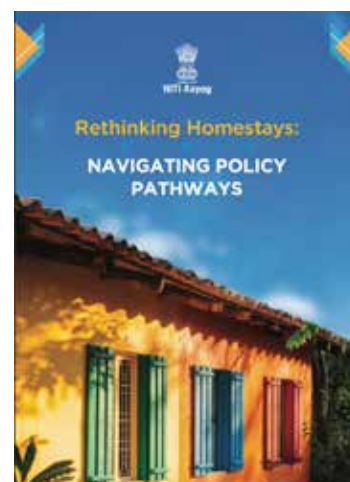


Hon'ble Finance Minister launching NITI NCAER States Economic Forum Portal

TOURISM & CULTURE

The Division provides strategic and directional guidance to the Central and State Governments for the development of the tourism sector. The Division seeks to develop India into the preferred destination for tourists through the development of responsible and sustainable tourism policies, focusing on niche tourism, ecotourism and wellness tourism, infrastructure development, capacity development, and increasing tourist footfall. The Culture Division seeks to develop, preserve and promote India's arts, culture and heritage, with a greater policy and planning coherence in the sector.

The Tourism and Culture Division has prepared a study on Homestays, titled, "Rethinking Homestays: Navigating Policy Pathways". The scope of the study included Kerala, Goa, Uttar Pradesh, and Uttarakhand.



URBANISATION

The Urbanisation Division provides data-based policy inputs for making India’s urbanisation manageable, economically productive, environmentally appropriate, and equitable. It offers advice and policy guidance to key stakeholders involved in urban planning, development, and management. The Division engages with the Ministry of Housing and Urban Affairs, State Governments as well as local governments in formulating policies, programmes, initiatives and reforms. It also collaborates with various national and international academic institutions, research organisations, development partners and eminent experts to advance the discussion towards making a long-term impact on policy approaches for managing urbanisation.

Major Activities/Works Undertaken 2025-26

Developing City-regions as Growth Hubs (G-Hub): India is the second-largest urban system in the world, with its urban areas contributing approximately 63% to India’s GDP (2011), a share projected to rise to 75% by 2040. However, the traditional urban planning approach in India, with a physical and spatial focus, tends to disregard integrated economic visioning. It also tends to neglect the agglomeration effects of city regions, which enhance productivity, innovation, and job creation, thereby driving broader regional prosperity.

Against this backdrop, NITI Aayog in 2023 conceived the ‘Developing City Regions as Growth Hubs’ initiative to create a long-term roadmap for economic growth of city-regions. Under this initiative, NITI Aayog collaborates with State Governments to prepare economic plans through a five-stage process: (i) diagnostic analysis, (ii) SWOT and capability assessment, (iii) economic visioning, (iv) identifying growth drivers, and (v) implementation frameworks.

To develop the process template, 4 pilot sites were selected, viz. Surat Economic Region (SER), Mumbai Metropolitan Region (MMR), Kashi Vindhya Region (KVR), and Vishakhapatnam Economic Region (VER) which were positioned as the centres of the economic region. The economic plans for Mumbai (September 2024), Surat (September 2024), and Visakhapatnam (November 2025) have been launched, while the plan for KVR is being finalised. Subsequently, the Division commenced work on the preparation of the Economic Plan for BCPPER (Bhubaneswar-Cuttack-Paradeep-Puri Region) in Odisha which has been released in February 2026.



Release of Economic Plan for BCPPER (Bhubaneswar-Cuttack-Paradeep-Puri Region) in February 2026

New Initiatives which are in Progress

Small City Planning Initiative: Recognising the crucial role of small cities in promoting balanced regional growth, easing urban congestion, and enhancing quality of life, Urbanisation Division organised a round table discussion in July 2025 with government officials and subject experts. Urbanisation is currently working with NIUA, MoHUA for developing a planning framework, which will support States and UTs in preparing actionable growth strategies for their smaller cities.

Hill City Regions Planning Initiative (HCRPI): The Indian Himalayan Region (IHR), covering 16-18% of India's landmass and home to nearly 50 million people across 13 States and UTs, plays a vital role in tourism, ecology, and local livelihoods. However, it faces challenges such as fragile ecology, limited land, infrastructure gaps, and disaster risks, necessitating a regional, ecosystem-based planning approach beyond municipal boundaries. To address these challenges, NITI Aayog, in collaboration with the Government of Meghalaya, organised a workshop in Shillong on 3rd November 2025 to develop actionable recommendations for hill urban areas and support states in adopting a coordinated, people-centric, and ecology-led planning framework, leveraging scientific tools to enhance urban resilience in the Himalayas.

Affordable Housing: Affordable housing is a key pillar of India's urban development agenda, amid rising pressures on land availability, housing supply, and financing due to rapid urbanisation. To address these constraints, NITI Aayog constituted a committee with representatives from Ministry of Housing & Urban Affairs (MoHUA), Department of Financial Services (DFS) - Ministry of Finance, States, and sector experts to develop a "*Comprehensive Framework to Promote and Enable Affordable Housing.*" Following extensive stakeholder consultations, the final report was released on 23rd December 2025, proposing solutions for land enablement, financing mechanisms, state level shelter funds and promoting Ease of doing business

Urban Reforms Agenda: India is urbanising at an unprecedented pace, with nearly half its population projected to live in cities by 2050 and urban areas contributing about 75% of national GDP. Cities are thus central to India's vision for 2047. Recognising diverse governance challenges, the Urbanisation Division is undertaking a baseline review of urban governance frameworks and, through an expert committee, is developing a roadmap to strengthen urban institutions and governance systems

Workshop on Developing City Regions as Growth Hubs

The Urbanisation Division, in collaboration with the Government of Gujarat, organised a workshop in Gandhinagar on the "Developing City Regions as Growth Hubs" Framework, attended by government representatives and experts from the State.



Glimpses from Workshop on Developing City Regions as Growth Hubs held at Gandhinagar

VOLUNTARY ACTION CELL

Voluntary Action Cell (VAC) in NITI Aayog maintains ‘Darpan Portal’, wherein Non-Profit Organisations (NPOs), can register themselves to obtain a Unique identity number known as Darpan ID. Darpan ID is mandatory for all NPOs who are seeking grants from the Ministries/ Departments of Government of India. As per the Prevention of Money Laundering (Maintenance of Records) Amendment Rules, 2023, all financial institutions have been mandated to ensure Darpan ID for opening and operating accounts in any Bank. Similarly, Darpan ID is also required for registration/ renewal of FCRA and seeking exemptions under 80-G of Income Tax.

NGO Darpan Portal

The NGO Darpan Portal facilitates entities to obtain a system generated NGO Darpan Unique ID, as and when signed up with all requisite information and documents. As on date, more than 5 lakh NGOs have registered on the NGO Darpan portal. Further, about 49 Central Ministries/ Departments have released grants to NGOs/VOs under various Central Sector Schemes/ Centrally Sponsored Schemes.

Workshops on Darpan Portal

NITI Aayog has organised four regional workshops on Darpan Portal across India to provide hands-on training on various features and functionalities available on Darpan Portal and Dashboard to State Government Senior Officials dealing with Darpan Portal, State Informatics Official (NIC), State Directorates of PFMS & Officials of NPOs/NGOs registering authorities and representatives from line departments dealing with NPOs.

WATER & LAND RESOURCES

The Water & Land Resources Division is responsible for formulating strategic policies, evaluating programmes, schemes, and projects, co-creation and sharing knowledge, and driving water-related interventions in aspirational districts and blocks. The primary goal of the Division is to

strengthen the water and land resources sector to ensure sustainable access to drinking water and sanitation, facilitate water resource development, and promote watershed management, river and groundwater conservation, and land management practices that enhance resilience and ecological balance. The Division actively promotes best practices across states, encourages the adoption of modern technologies, and offers targeted advisory support to Central and State governments and other stakeholders as required.

Brainstorming Session and release of Compendium on “All-Weather Tap Water Supply in the Higher Reaches of the Himalayas”

Himalayan Region of India, home to a significant share of the nation’s critical water sources, glaciers, springs, and rivers, faces acute challenges arising from climate change. Despite the remarkable progress of Jal Jeevan Mission (JJM), the higher reaches of the Himalayas continue to suffer from lesser water availability due to frozen and burst pipelines, leakages, etc. that affect drinking water security and place a disproportionate burden on the communities to get water, especially by reducing time for education and livelihoods.

To discuss these challenges, a brainstorming session on “All-Weather Tap Water Supply in the Higher Reaches of the Himalayas” was organised with experts from Ministry of Jal Shakti - Department of Drinking Water and Sanitation, Himalayan States of Ladakh and Himachal Pradesh, Academia - IIT Mandi and civil society organisations working in this sphere in various States, alongside the release of the Compendium. The Compendium highlighted the emerging innovative, context-specific solutions to handle the challenges of water supply, springshed management, and integration of traditional knowledge with modern technology for sustainable water management in the fragile mountain system.



Release of Compendium on All-Weather Tap Water Supply in the Higher Reaches of the Himalayas

Report Release on “Water Budgeting in Aspiration Blocks”

Water is a vital natural resource, and its conservation and management are crucial for sustainable development, economic growth, and social equity. Ensuring region-specific water security requires estimating water inflows, outflows, and the demand–supply gap based on local water availability and requirements. A data-driven estimation approach to identify gaps between availability and requirement can be a key facilitator of integrated water resources management.

With this objective, a comprehensive water budgeting exercise was undertaken in 18 Aspirational Blocks across 11 States/UTs and 8 agro-climatic zones covered in the report. The study combines field-based analysis with data inputs through *Varuni*, a web-based water budgeting platform. The resulting water budgets provide block-level insights on demand–supply status, key challenges, recommendations, and suitable measures to enhance water security. The report was prepared in collaboration with NITI Aayog and GIZ, India.



Release of report on “Water Budgeting on Aspiration Blocks”

WOMEN & CHILD DEVELOPMENT

The Women and Child Development (WCD) Division provides policy inputs for gender empowerment and improve the nutritional outcomes of women and children. Key activities and initiatives of the division are given below.

Piloting and implementation research of WINGS to combat malnutrition in Himachal Pradesh

The Government of Himachal Pradesh expressed interest in replicating the interventions of the Women and Infants Integrated Interventions for Growth Study (WINGS) model in a pilot mode. After discussions and meetings held with Government of Himachal Pradesh, Indian Council of Medical Research (ICMR), Department of Biotechnology- Biotechnology Industry Research Assistance Council (DBT BIRAC), and other stakeholders, a pilot of implementation research of

WINGS in Una district of Himachal Pradesh has been initiated. The implementation plan is of 3 years duration comprising preparatory phase, pre-interventions surveys, model optimization and implementation phase and post intervention surveys.

Nutrition Strategy

Let's Fix Our Food (LFOF) is an initiative led by PHFI and UNICEF. Under this initiative, they have prepared policy briefs on tackling overweight and obesity among children, adolescents, and women in India. The LFOF consortium has been associated with NITI Aayog for developing an Age-Based Life-Cycle Nutrition Strategy, i.e. a '*Strategy for Improving Nutrition Outcomes in India*'.

Recognising varying nutritional needs across stages, a life course approach to nutrition calls for timely, targeted, and sustained interventions to address all forms of malnutrition and their determinants. A nutrition strategy based on the life course approach will build healthier populations, reduce the future burden of diet-related diseases, and guide evidence-based policy and programmatic action for the health and well-being of all Indians.

Reimagining Integrated Child Development Services

Integrated Child Development Services (ICDS) has completed 50 years of operations in the year 2025. The program has been periodically updated to enhance its relevance and effectiveness. Currently, the ICDS services are offered under the scheme titled Mission Saksham Anganwadi and Poshan 2.0 which is an integrated nutrition support programme aiming to enhance the nutrition, health, wellness, and immunity of children, adolescent girls, pregnant women, and lactating mothers. It has been one of the most critical public programmes, especially in reaching out to the vulnerable sections of the population.

As we move ahead, there is a compelling need to reimagine the ICDS and system to contextualise it to the changing needs and times in the future. In this regard, a study on "Reimagining Integrated Child Development Services" has been undertaken. The study aims to provide a way forward to ensure that ICDS provides high-quality, age and culture-appropriate services by efficient frontline workers. The study would also explore theme of women led development and would provide a roadmap for better coverage of ICDS services in urban areas.

Improving behaviour for social change

Behavioural issues play a very important role in the effectiveness of interventions, especially in the social sector. In this regard, NITI Aayog, Behavioural Insights Team and BMGF have signed an SOI to identify interventions for behavioural change to drive social impact in the Aspirational Districts, Aspirational Blocks and other programmes. The pilots will be conducted in the selected Aspirational Districts of Meghalaya, Odisha, Tripura, Madhya Pradesh and the UT of Ladakh. The timeline for this work is 3 years.

The aim is to make a meaningful impact on a number of selected key indicators in Aspirational Districts and Blocks: (a) Pregnant women and infant health; (b) Primary education; (c) Public health (focused on tuberculosis eradication and increased hypertension screening); and other areas mutually decided upon.

Pilot on Early Childhood Care and Education (ECCE) in Aspirational Districts




85% of brain development occurs before the age of 6, offering a critical window for conducting play-based activities for holistic child development, with lifelong effects on educational attainment, employment, and life outcomes. The Anganwadi system provides early learning to almost 9 crore children around the country through 13.9 lakh Anganwadi Centres. In this regard, a pilot intervention is being undertaken in 10 Aspirational Districts on early childhood care and education (ECCE) through the Anganwadi system, to improve school- and life readiness for children under 6 years of age.

Compendium of Best Practices on Gender Parity in Workplace

From Intent to Impact: Compendium of Best Practices on Gender Parity is a joint initiative of NITI Aayog and the Confederation of Indian Industry (CII) Centre for Women Leadership to showcase actionable models that promote gender parity in Indian workplaces.

The compendium brings together exemplary practices recognised through the CII Gender Parity Business Awards and NITI Aayog's initiative on showcasing Women-Friendly Workspaces, presenting a consolidated framework across four key areas: promoting women's entry into the workforce through inclusive hiring, enabling retention through flexible work and caregiving support, ensuring growth and leadership through mentorship and capacity building, and fostering inclusive workplaces through strong DEI governance and accountability.

By highlighting scalable, replicable practices from leading organisations, the report affirms that gender equity is not only a social responsibility but a national growth strategy. It reinforces NITI Aayog's commitment to advancing women-led development and inclusive growth in the vision of Viksit Bharat 2047.

**Capacity Building Workshop
for Monitoring Evaluation and Learning (MEL) Competencies**

— AN INITIATIVE OF STATE SUPPORT MISSION —

20 & 21st MARCH, 2025

Venue : Gandhi Hall, "NITI Bhawan", Nava Raipur, Chhattisgarh



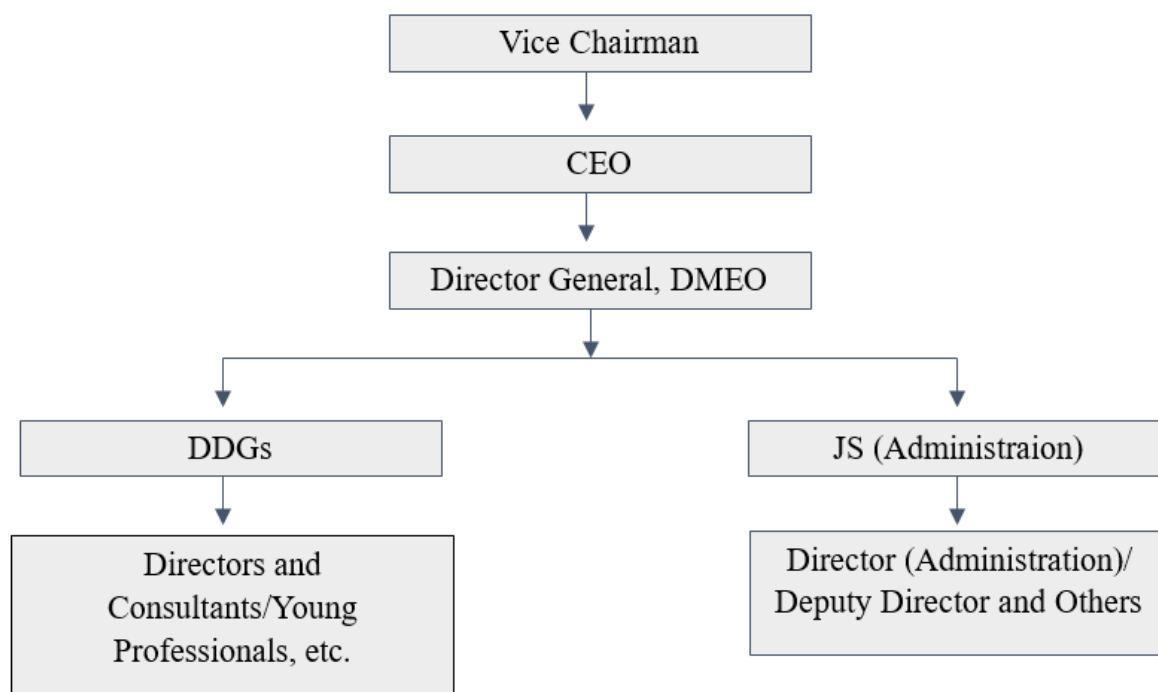
Section 5

MONITORING AND EVALUATION

DEVELOPMENT MONITORING AND EVALUATION OFFICE

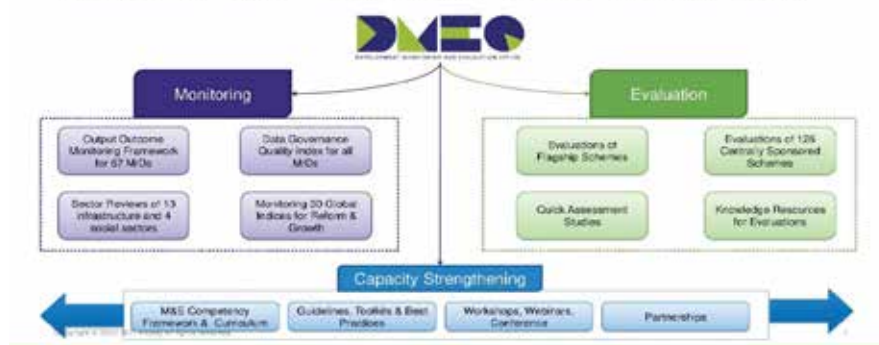
The Development Monitoring and Evaluation Office (DMEO), an attached office of NITI Aayog, was established in 2015 through the merger of the Central-level Programme Evaluation Organisation (PEO) and the Independent Evaluation Office (IEO). A full-fledged central authority of DMEO was formed in 2017 following the closure of its 15 Regional Development Monitoring and Evaluation Offices (RDMEOs) across various States. DMEO's mandate is to actively monitor and evaluate the implementation of Government programs and initiatives to facilitate innovative improvements, including necessary mid-course corrections and the identification of required resources, thereby strengthening the probability of success and enhancing the scope of delivery. Its mandate also extends to providing technical advisory support to States, under NITI Aayog's broader framework of cooperative federalism. DMEO is headed by Director General (DG), and its evaluation activities are carried out under the overall guidance of the Vice Chairman, NITI Aayog. Logistical and administrative support to the monitoring and evaluation vertical is provided by the Administration & Finance Division of DMEO, headed by a Joint Secretary–level officer.

The organisation structure of DMEO is depicted below:



About the Development Monitoring & Evaluation Office (DMEO)

Improving sustainable outcomes and impacts of the government by strengthening the M&E ecosystem



DMEO functions are categorised into i) Monitoring, ii) Evaluation, and iii) Strategic Initiatives encompassing partnerships and capacity building in the field of Monitoring & Evaluation.

OUTPUT-OUTCOME MONITORING FRAMEWORK

The DMEO, NITI Aayog, in coordination with Ministries and Departments has developed a comprehensive Output-Outcome Monitoring Framework (OOMF) for the Central Sector (CS) and Centrally Sponsored Scheme (CSS) with a view to bring focus on “Outcomes” in addition to the “Outputs”. OOMF has been adopted from the regular budget of 2019-2020 and actively monitors the achievement of outputs and outcomes of CS/CSS of the Government of India. This document



is laid out in the Parliament alongside the Union Budget every year as an Outcome Budget for all schemes with an annual outlay of ₹500 Crore or more. The respective Ministry/Department in the Parliament lays the framework for rest of the schemes along with their Detailed Demand for Grants (DDGs). These key outputs and outcomes for respective schemes, along with their key indicators, are identified and finalised under the approval of the respective Secretary of the Ministry/Department (M/D).

Salient features of OOMF:

- Every year, the Framework has been laid in Parliament along with the Union Budget
- Rule 54, General Financial Rules 2017 makes OOMF an integral process for Ministries/Departments
- Covers 69 Ministries/Departments
- 400+ Central Sector (CS) and Centrally Sponsored Schemes (CSS)
- 4000+ output and outcome indicators
- Annual and quarterly monitoring of outcome and output indicators, respectively

Since 2020, annual review meetings related to OOMF of various M/Ds have been conducted under the chairpersonship of the Vice Chairman and Members, NITI Aayog, along with the Secretaries of the concerned M/Ds. Since September 2025, OOMF review meetings of 21 M/Ds have been completed till now.

TRANSFORMING DATA GOVERNANCE IN INDIA: DGQI INITIATIVE



The rapid digitisation and evolution of emerging technologies have transformed the nature of governance worldwide. The increasing demand for transparency, accountability, and public participation has transformed the role of data in public policy throughout its life cycle. Data preparedness enables governments to develop well-designed and targeted policies and programmes, make mid-course corrections, and evaluate their impact at the end of their lifecycle to inform future decisions.

Recognising the importance of administrative data for evidence-based decision-making, the Data Governance Quality Index (DGQI) exercise was conducted in 2020 in self-assessment mode. In FY 2024-25, the seventh (7) round of the DGQI exercise has been conducted, encompassing over 650 schemes and 69 Ministries and Departments of the Government of India.

GLOBAL INDICES FOR REFORMS AND GROWTH (GIRG)

The Government of India has undertaken the Global Indices for Reforms and Growth (GIRG) initiative for monitoring the progress of 26 select Global Indices (GIs) via inter-ministerial coordination for driving growth and reforms in the country. These 26 GIs are published by 16 international agencies (publishing agencies) which include Multilateral Organisations, International NGOs, Private Organisations, and Universities spread across four broad themes namely economy, development, governance, and industry. DMEO has been designated as the knowledge partner and central coordinator for this exercise.

The primary objective of the GIRG initiative is to drive India's performance across important social, economic, and development parameters for improving global perception of India and its global ranking, by adopting suitable reforms, and monitoring the progress

Under the GIRG framework, the 26 selected indices have been allocated to 17 nodal Ministries/ Departments, which are entrusted with specific responsibilities to spearhead improvements. These nodal Ministries are required to conduct a thorough review of the index methodologies and proactively engage with the respective publishing agencies and the concerned line Ministries to ensure that the most recent official Indian data sources are utilised in the computation of these indices. Furthermore, these nodal/line Ministries are mandated to identify performance gaps and implement appropriate remedial measures and policy reforms to address the underlying issues, thereby driving tangible progress in India's standing on global stage.

The GIRG initiative is continuously reviewed at the level of Cabinet Secretary to assess the progress made by the nodal M/Ds for 26 GIs.

During 2025-26, review meetings were held with all nodal M/Ds for the 26 indices being monitored under GIRG along with numerous interactions with international organisations such as World Bank, WHO, WIPO, WEF, UNDP, FAO etc. The meetings deliberated on strategies to improve India's overall performance in these indices at the global level.

SECTOR REVIEW

Sector review meetings are conducted annually by the Hon'ble Prime Minister to monitor the performance of key infrastructure sectors. DMEO has been facilitating the Sector Reviews for the Prime Minister's Office (PMO) since 2017 in coordination with concerned Ministries/Departments and NITI divisions. The Sectors covered under the reviews include 10 sectors viz. Transport (Roads, Civil Aviation, Railways and Ports), Energy (Power, Coal, Petroleum & Natural Gas and New & Renewable Energy) and Others (Telecommunications, Mining).

These reviews provide a unique opportunity to present a cross-ministerial view of the performance of sectors and deep-dive into India's sectoral strengths and weaknesses compared to global peers. By identifying the bottlenecks and suggesting interventions, immediate actions are often initiated from the highest level of government to improve overall development outcomes. The latest set of Sector Review meetings were held during December 2025 - January 2026 under the chairmanship of the Hon'ble Prime Minister of India.

EVALUATIONS

DMEO is mandated with undertaking the evaluation of schemes of Government of India in order to enable evidence-based public policy-making. The evaluations are conducted at the request of Department of Expenditure, Ministry of Finance, Ministries/ Departments and suo-moto. These evaluations are conducted through a review of existing literature and an extensive analysis of both primary (survey) and secondary data. The findings from these evaluation studies offer valuable insights to improve the implementation of schemes and recommend measures for course corrections in attaining the goals and outcomes more effectively and efficiently. Evaluations are conducted with the aim to understand what works, why, for whom, and under what circumstances.

In 2025-26, DMEO, as part of its mandate to evaluate Centrally Sponsored Schemes (CSS) every five years prior to their appraisal in the next Finance Commission cycle, completed the evaluation of 72 CSS schemes from 21 Ministries through 9 Evaluation Packages. The final evaluation reports have been submitted to the Department of Expenditure, and the respective administrative/line Ministries/Departments who will process them further.

DMEO is presently also undertaking the evaluation of 21 Central Sector schemes. Furthermore, it has also taken the initiative to undertake Organisation Evaluation and Technology Evaluation.

CAPACITY BUILDING

Capacity Building of Central/State-Level Universities

In line with its commitment to fostering cooperative federalism, DMEO has been actively engaging with Central and State universities to promote knowledge sharing and strengthen the culture of M&E across the country. This collaborative initiative seeks to leverage the academic network for conducting rapid field-level assessments of key beneficiary-oriented government schemes.

After completing the first and second round, the third round, presently underway, focuses on generating insights into four flagship Government of India schemes related to health, education, and WASH (Water, Sanitation, and Hygiene) at the household level. This phase is being implemented in partnership with 15 universities from 15 States and Union Territories, including 7 new States/UTs joining the initiative. Upon completion of the third round, DMEO will have successfully extended this collaborative effort to 25 unique States and Union Territories.

Capacity Building of States/ UTs

DMEO has been engaging with States and UTs through orientation/training programmes for capacity building. Aligned with NITI's mandate of promoting cooperative federalism under State Support Mission (SSM) and to support the States and UTs in establishing/strengthening the M&E and data and analytics unit within the State Institution for Transformation (SIT)/ Planning Department. DMEO has organised 15 orientation sessions and seven Two-Day training workshops with the planning departments/ SITs:

- DMEO, NITI Aayog, organised seven two-day workshops for senior officials from the Governments of Maharashtra, Bihar, Mizoram, Puducherry, Chhattisgarh, Gujarat, and Madhya Pradesh. The workshops focused on Evaluation, the Data Governance Quality Index (DGQI), and the Output-Outcome Monitoring Framework (OOMF). More than 800 officials involved in Monitoring and Evaluation (M&E) across Planning Departments, State Institutions for Transformation (SITs), and other line departments from these states participated in the sessions.
- DMEO, NITI Aayog, organised a three-day workshop for senior officials of the Government of Tamil Nadu to provide an in-depth orientation on OOMF and to support its implementation by the State Government. In addition, a dedicated session was held with members of the Planning Department and the SIT, focusing on Evaluation, DGQI, and OOMF.



Glimpses from the Capacity Building Sessions organised for States/UTs

(Nodal Agency as **'UNIVERSITY OF KASHI'**



25th September 2025

Convocation Complex, Unive



Section 6

ATAL INNOVATION MISSION

Atal Innovation Mission (AIM) is Government of India’s flagship initiative under the aegis of the NITI Aayog, to create and promote a culture of innovation, entrepreneurship, and problem-solving across the length and breadth of India. Its objective is to create ecosystems across schools, higher education, corporates, industries, State Governments, Central Ministries, and internationally for supporting innovators and entrepreneurs who speak India’s 22 official languages.



ATAL INNOVATION MISSION 2.0

On 25th November 2024, the Union Cabinet, has approved the continuation of its flagship initiative, the Atal Innovation Mission (AIM), under the aegis of NITI Aayog, with an enhanced scope of work and an allocated budget of ₹2,750 crore for the period till 31st March 2028.

AIM 2.0 is a step towards Viksit Bharat that aims to expand, strengthen, and deepen India’s already vibrant innovation and entrepreneurship ecosystem.



Students showcasing innovative prototype to Hon'ble Union Minister for Education Dharmendra Pradhan

With India at rank 38 on the Global Innovation Index and home to world’s third-largest start-up ecosystem, the next phase of Atal Innovation Mission (AIM 2.0) is expected to further enhance India’s global competitiveness. The continuation of AIM is designed to directly contribute to creating better jobs, innovative products, and high-impact services across sectors.

While building on the accomplishments of AIM 1.0, such as Atal Tinkering Labs (ATL) and Atal Incubation Centres (AIC), AIM 2.0 marks a qualitative shift in the mission’s approach. Whereas AIM 1.0 involved implementing programs that built new innovation infrastructure to strengthen India’s then nascent ecosystem, AIM 2.0 involves piloting new initiatives designed to fill gaps in the ecosystem and scaling successes through central and state governments, industry, academia and community.

AIM 2.0 is designed to strengthen India’s innovation and entrepreneurship ecosystem in three ways: (a) by increasing input (i.e., ushering more innovators and entrepreneurs), (b) by improving the success rate or ‘throughput’ (i.e., helping more startups succeed) and (c) by improving the quality of ‘output’ (i.e., producing better jobs, products and services).

Two programs target increasing input to the ecosystem:

- The Language Inclusive Program of Innovation (LIPI) to build innovation and entrepreneurship ecosystems in India’s 22 scheduled languages for lowering entry barrier confronting innovators, entrepreneurs and investors who don’t speak English. 30 Vernacular Innovation Centers will be established in existing incubators.
- The Frontier Program to create customised templates for the innovation and entrepreneurship ecosystems of Jammu and Kashmir (J&K), Ladakh, the North Eastern states (NE), Aspirational Districts and Blocks where 15% of India’s citizens live. 2500 new ATLs will be created for template development.

Four programs target improving the throughput of the ecosystem:

- The Human Capital Development Program to create a system for producing professionals (managers, teachers, trainers) to build, operate, and maintain India’s innovation and entrepreneurship ecosystem. The pilot will produce 5500 such professionals.
- The Deeptech Reactor to create a research sandbox for testing ways of commercializing research-based deep tech startups that require significantly longer time and deeper investment to get to market. Minimum 1 Deeptech Reactor will be piloted.
- The State Innovation Mission (SIM) to assist states/UTs with building a strong innovation and entrepreneurship ecosystem that focuses on their areas of strength. SIM will be a component of the NITI Aayog’s State Support Mission.
- The International Innovation Collaborations program to take India’s innovation and entrepreneurship ecosystem international. Four areas of intervention are identified: (a) an Annual Global Tinkering Olympiad (b) creation of 10 Bi-lateral, multilateral engagements with advanced nations (c) as a knowledge partner, helping the United Nation’s World Intellectual Property Organisation (WIPO) spread the models of AIM and its programs (ATL, AIC) to the countries of the global south, and (d) anchoring the Startup20 Engagement Group of the G20 for India.

Two programs target improving the quality of output (jobs, products, and services):

- The Industrial Accelerator program to increase industry involvement in scaling-up advanced startups. Minimum 10 Industry Accelerators in critical sectors will be created in Public Private Partnership (PPP) mode.

- The Atal Sectoral Innovation Launchpads (ASIL) program to build iDEX-like platforms in central ministries for integrating and procuring from startups in key industry sectors. Minimum 10 launchpads will be built across key ministries.

ATAL TINKERING LABS

Atal Tinkering Lab (ATL) is a state-of-the-art space established in grade 6th to 12th in schools with a goal to foster curiosity and innovation in young minds. ATLs have 21st century tools and technologies such as Internet of Things, 3D printing, rapid prototyping tools, robotics, miniaturised electronics, do-it-yourself kits and many more, to stimulate a problem-solving innovative mindset in the students of the ATL and nearby communities. AIM has established 10,000 ATLs till now in government and private schools across the country.

Key Highlights of the ATL Programme

Global Expansion – Establishing Atal Tinkering Labs in the United Arab Emirates

The year 2025 marked a new milestone AIM with the global expansion of the Atal Tinkering Labs programme through the establishment of International ATLs in the United Arab Emirates (UAE). Reflecting the shared commitment of India and the UAE to strengthen STEM education, innovation, and youth entrepreneurship. This initiative builds upon the growing partnership between the two nations, reinforced by the establishment of the CBSE's first international Regional Office and Centre of Excellence in Dubai. The Global ATL model is designed to ignite curiosity and creativity among school students in the UAE, especially those studying under Indian and Kerala Board curricula. The Global ATLs will serve as a beacon of Indo-UAE collaboration—bridging cultures through creativity and creating a global community of young innovators who will shape the future of science, technology, and innovation.



Launch of International ATL's in UAE

Launch of ATL Sarthi at Various Locations of India

ATL Sarthi represents a major leap in strengthening the Atal Tinkering Labs ecosystem through a collaborative, cluster-based approach. Designed as a self-sustainable assessment and support framework, ATL Sarthi enables schools and local institutions to work together in regional

clusters of 20 to 30 labs—or in some cases up to 100—creating a vibrant network for mutual learning, collaboration, and knowledge exchange. The model promotes cooperative federalism by decentralizing ownership, empowering local authorities, and fostering peer-to-peer capacity building through training sessions, innovation events, and the sharing of best practices. By October 2025, over 2,753 ATL Sarthi clusters have been established across 21 states, reflecting the rapid scaling and institutional adoption of this model. The latest clusters, launched at Delhi Technical College, Maharashtra Shiksha Mandala in Jabalpur, and Shaheed Sukhdev College of Business Studies in New Delhi, have further deepened the connection between school-level innovation and higher education networks. Through ATL Sarthi, AIM continues to build accountability, strengthen performance, and create a self-sustaining ecosystem that empowers schools to lead India’s grassroots innovation movement.

Mentor India Academy Collaborations with HEIs to Institutionalise Mentorship in ATLs

The Mentor India Academy is a strategic initiative launched to institutionalise mentorship within the ATL ecosystem by leveraging Higher Education Institutions (HEIs) as long-term nodal partners. Under this model, clusters of 30–50 ATLs are linked with nearby HEIs, where faculty members and student interns provide structured mentorship, technical guidance, and innovation support through regular engagements, workshops, and internships.

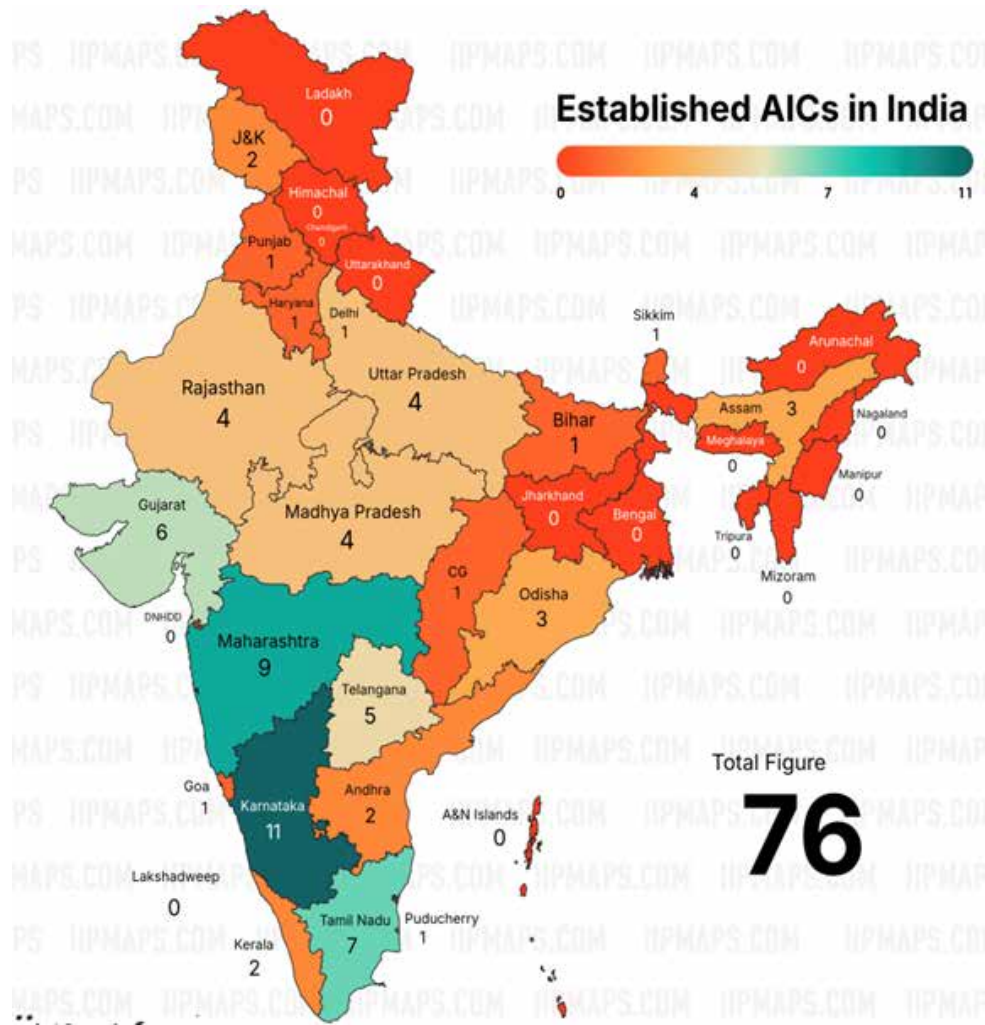
In 2025, the initiative made significant strides with the launch of new Mentor India Academy clusters at the Rajagiri College of Engineering (Kochi, Kerala), Shaheed Sukhdev College of Business Studies (New Delhi), JECRC University (Jaipur, Rajasthan), and Sairam College of Engineering (Tamil Nadu). These clusters collectively contribute to a growing network of academic partners supporting structured mentorship, internships, and project-based innovation for school students. With this the total number of Mentor India Academy clusters has reached 110.



Launch of Mentor India Academy Clusters

ATAL INCUBATION CENTRES

AIM has established a network of Atal Incubation Centres (AICs) across the country to nurture innovative start-ups and entrepreneurs in priority sectors such as health, clean energy, agri-tech, mobility, and frontier technologies. The programme aims to create a strong foundation for innovation-driven enterprises by providing world-class incubation support, mentorship, and access to investors and markets. Grant up to ₹10 crore is given to the Green Field Incubators as AICs and Brown Field Incubators as EICs over a 5-year period. AIM has successfully operationalised 76 AICs across India. These AICs enable startups by providing technical facilities, resource-based support, mentorship, funding support, partnerships and networking, co-working spaces, and lab facilities among others. Over 4500 startups are incubated at these AICs and have created more than 45,000 jobs in the ecosystem. About 30% of startups have a women leader and founder. AICs continue to play a pivotal role in translating India’s research and innovation potential into tangible entrepreneurial outcomes.



76 AICs established in 18 states and 3 UTs

Upcoming 25+ AICs

Key Highlights of the AIC Programme

Key Initiative / Event	Objective	Outcome / Impact
Launch of ‘Plan E’ by AIC-IISER Pune Seed Foundation (Nov 2024)	To enable PhD scholars and researchers across India to translate academic research into viable start-ups through a structured incubation pathway.	A cohort of 27 researchers selected; programme institutionalised a national model for research translation.
Start-ups in Forbes India 100 to Watch (Nov 2024)	Recognition of promising Asia-Pacific start-ups.	EF Polymer (AIC-Sangam, Gurugram) and Digantara (FSID, IISc Bengaluru) featured among 17 Indian firms—enhancing AIM’s global visibility.
Funding Success – Shark Tank India Season 4	To promote investor access for AIM-incubated start-ups.	AIRTH (AIC T-Hub) secured ₹1 crore; Rapture Innovations Lab (AIC T-Hub) secured ₹50 lakh — showcasing deep-tech potential in semiconductors and sustainability.
Showcase at Bharat Mobility Global Expo 2025	To highlight India’s innovation in sustainable mobility.	Helen Bikes Pvt Ltd (AIC-SKU) presented the world’s first fully electric hub less bicycle to the Hon’ble Prime Minister.
Global Recognition – XPRIZE Carbon Removal 2025	To promote scalable climate-tech solutions.	Mati Carbon Pvt Ltd (AIC-JIT Foundation, Bengaluru) won the grand prize of US \$50 million (≈ ₹400 crore).
Incubator Excellence Award – AIC-CCMB	To recognise high-performing biotech incubators.	Declared “Bio-Incubator of the Year (Tier-I)” at NextGen Entrepreneur Awards 2025 (Mumbai).

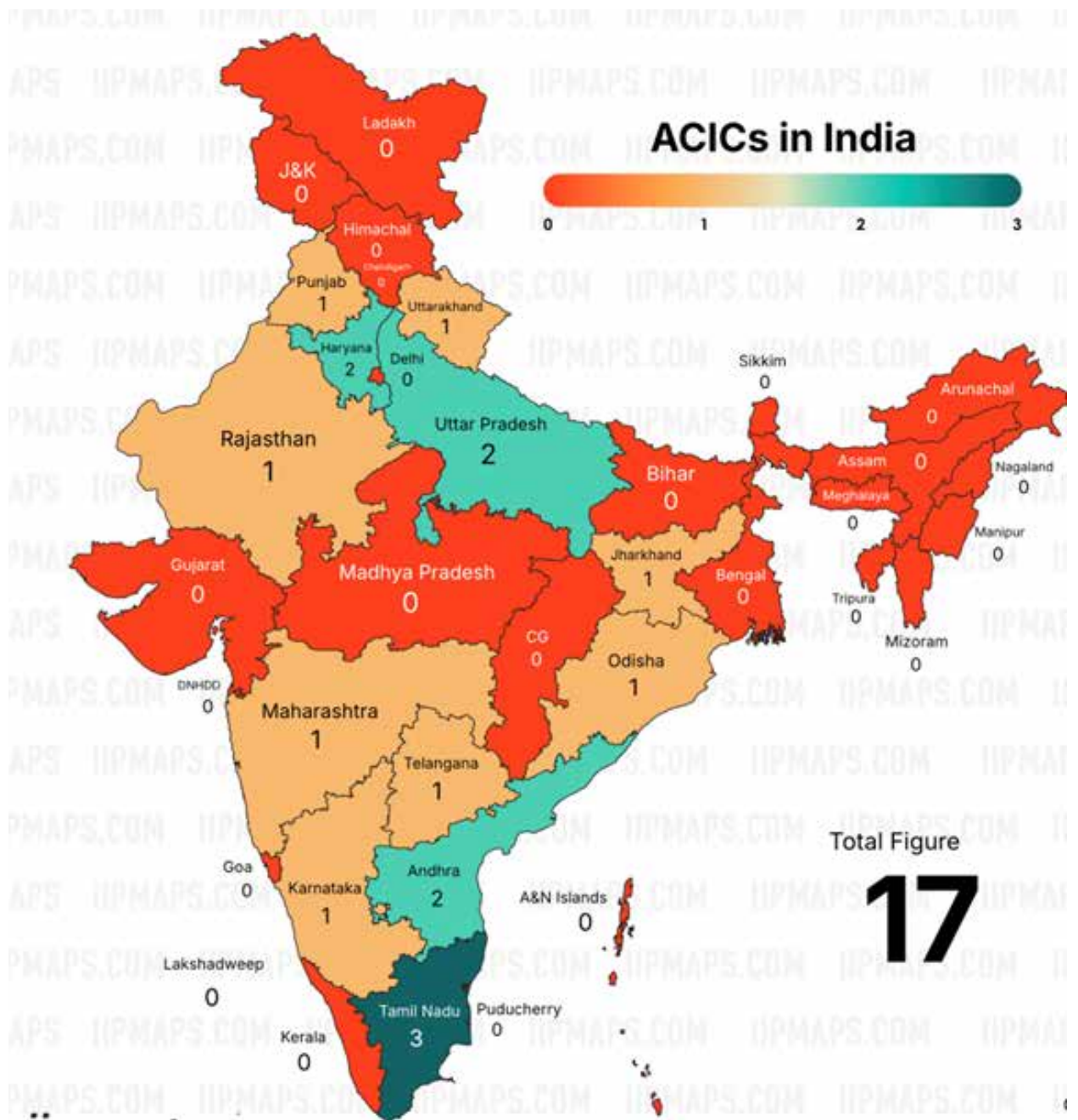
AIM Annual Incubator Review 2025 (Oct 2025)	To evaluate AIC/ACIC performance using AIM’s KPI framework and align strategy with AIM 2.0.	Introduced Personalised Guidance Recommendation Letters (PGRLs) for incubator CEOs; improved commercialisation rate and inclusion of women-led ventures.
---	---	--

Highlights

- Increased investor confidence – AIC start-ups collectively raised significant domestic and international funding.
- Deep-tech leadership – Strong pipeline in biotechnology, semiconductors, climate technology, and sustainable mobility.
- Capacity building – AICs conducted specialised training, demo days, and joint events with ministries and industry associations.
- Recognition & Visibility – Over 20 AIC start-ups featured in leading national and global platforms throughout the year.

ATAL COMMUNITY INNOVATION CENTRES

Atal Community Innovation Centres (ACICs) extend the reach of AIM to India’s tier-2, tier-3 cities and aspirational districts. These centres promote inclusive innovation by enabling local entrepreneurs, youth, and community organisations to develop context-specific solutions addressing regional challenges. Celebrating the idea of ‘frugal’ which is predominant in Indian communities, ACIC aims to create a formal approach to identify and scale up these innovations using solution driven design thinking and supported by the Public Private Partnerships (PPP) model. ACICs demonstrated notable progress in fostering grassroots and vernacular innovation through training, mentorship, and partnerships with local institutions.



Key highlights for ACIC Programme

Empowering Rural India through Community Innovation ACICs are fostering a new wave of inclusive growth by providing tools, mentorship, and micro-grants to innovators in remote areas. The success stories of innovators demonstrate AIM’s commitment to democratising innovation and entrepreneurship.

Key Initiative/Event	Objective	Outcome/Impact
Presidential Visit – ACIC IIT ISM Dhanbad (Jul 2025)	To showcase tribal and rural innovation.	The Hon’ble President of India, Smt Droupadi Murmu, interacted with innovator Mr Hemlal Mahato (JSPR Agro Pvt Ltd), recognising his sustainable agri-waste management solutions.
Forbes India “We Serve India Award” – Community Innovator Fellow Ashok (Oct 2025)	To highlight tech-led rural entrepreneurship.	Awarded as South & West Regional Winner for developing low-cost solar-powered farm machinery; plans to establish an R&D centre in Anjalipuram (Telangana).
Grassroots Start-up Funding via ‘Startup Singham’ (Apr 2025)	To encourage local and tribal entrepreneurship.	TAMS Tribal, Tribal Mart, and Arola Bamboo (AIC RAISE) secured investment on the state-level reality show—strengthening the rural start-up ecosystem.
Language Inclusive Program of Innovation (LIPI) Consultation Workshop (Sep 2025)	To deliberate on the framework, guidelines, and implementation strategy for the Language Inclusive Program of Innovation (LIPI), aimed at creating a language-inclusive innovation ecosystem across India’s 22 scheduled languages.	AIM organised a high-level inter-ministerial consultation at NITI Aayog, chaired by Member, NITI Aayog, to finalise the LIPI framework and pilot roadmap for 30 vernacular innovation centres. The session engaged 50+ stakeholders from ministries, academia, and industry, laying the foundation for inclusive and vernacular-led innovation.



Dr V K Saraswat, Member, NITI Aayog chairing the LIPI Consultation Meeting

ATAL NEW INDIA CHALLENGE

Atal New India Challenge (ANIC) was conceived to promote innovation in India by identifying, supporting, and scaling technology-based solutions that address critical national and societal challenges. The program aims to seek, select, support, and nurture technology-based innovations that solve sectoral challenges of national importance and societal relevance.

The vision of ANIC is two-fold:

- To help develop technology-based innovations that address sectoral challenges of national importance and social relevance
- To develop an institutional structure that supports innovations and facilitates the absorption of innovation within government systems.

ANIC acts as a platform for demand-driven innovation, where specific problem statements are co-created with government ministries and public sector organizations. This demand articulation ensures that innovations are not just technologically novel but also directly relevant to India’s developmental priorities. Through competitive challenge rounds, selected innovators receive financial support (up to INR 1 crore per project), mentorship, and access to a national network of incubators. By strengthening the innovation pipeline, ANIC helps enterprises cross the “valley of death” between proof of concept and market adoption. Building on the success of the initial phase, ANIC 2.0 represents the program’s expanded and evolved version. It introduces more structured challenge areas aligned with India’s Vision 2047, addressing domains like e-mobility, transportation and highways, sanitation and waste management, medical devices, agriculture, space, and energy.

Key Awards and Accolades to ANIC Grantee

Startup	What They Do	Awards/Recognitions
Bioprime Agrisolutions Pvt. Ltd.	Agri-biotech: microbial & nanomolecule-based biostimulants / crop-protection products.	Best BioAg Start-Up (BioAg India) and FICCI / National Startup Awards mention
Pixy Electric Cars Pvt. Ltd.	EV conversion kits and propulsion modules to retrofit ICE vehicles to electric.	Social Innovation Award and Earth Care Award
Intello Labs Pvt. Ltd.	AI/computer-vision platform for automated grading & quality assessment of agri produce.	President’s Award at World Food India 2017; NASSCOM/industry awards

Recity Network Pvt. Ltd.	Circular-economy platform for plastic collection & recycling; works with waste workers/ brands.	ITC Sustainability Challenge winner 2022; India Plastic Challenge
Skyroot Aerospace Pvt. Ltd.	Private launch-vehicle company (Vikram series); 3D-printed engines and composite structures.	Active high-visibility milestones (pre-launch tests, industry partnerships); named among Indian Innovation Icons 2025.
Bellatrix Aerospace Pvt. Ltd.	Satellite propulsion and in-space mobility solutions (green monopropellant & electric thrusters).	2025 milestones & partnerships (successful in-space green propulsion firings; MoU with Astroscale Japan; expansion news in 2025)
Digantara Research & Technologies Pvt. Ltd.	Space-domain awareness / space-traffic monitoring (satellite-based SSA + AI).	Recognitions include ET Startup Awards (Best on Campus 2023), Forbes India / 2025 coverage (Forbes India 30 Under 30 feature for founders / team coverage in 2025).
PadCare Labs Pvt. Ltd.	Sanitation & menstrual-waste management solutions (sustainable disposal; social enterprise).	CII CIES ICON Summit — Best Social Impact Award 2024; RIGHT Hygiene Achievement Award 2025 (Sustainability Award)
Barrix Agro Sciences Pvt. Ltd.	Biological pest-control and agri-biological products (non-chemical pest management).	Most Innovative Company in Agri Biological Segment — FICCI (Aug 2024)
Greyeast Technologies Pvt. Ltd.	Biotech startup that develops microbial solutions for waste-treatment, fermentation and surface sanitation.	Winner — Dare to Dream 2.0 (DRDO) for EffluePure

ATAL ECOSYSTEM DEVELOPMENT PROGRAMMES

The AIM Ecosystem Development Program (AEDP) is a horizontal initiative that cuts across all strategic AIM programs, strengthening the innovation and entrepreneurship ecosystem by building networks of relevant stakeholders. AEDP provides additional value to AIM beneficiaries beyond the framework of structured programs. The program has forged over 60 domestic and 16 international partnerships across various corporations and foundations, engaging with industry leaders and faculty who support AIM beneficiaries through infrastructure and technology access, market and investor connections, creation of educational modules, and adoption of Atal Tinkering Labs.

Section 7

**ADMINISTRATIVE
AND
SUPPORT UNITS**

ADMINISTRATION/HUMAN RESOURCES

Introduction

The NITI Administration functions in accordance with the service rules and Government of India instructions issued by DoPT. The administration is concerned with all aspects of service conditions of officers and staff, recruitments, promotions, postings, transfers, retirements, deputation, court cases related to service matters, and provides information under the RTI Act on these matters as well. It is also entrusted with the strategic communications of NITI's policies in the public domain. The Rajbhasha (Hindi) section continued its efforts towards the greater use of Hindi in official work during the year.

Administration and Support Units

Administration/HR

The administration in NITI Aayog functions in accordance with the Recruitment Rules/ Procedure/ Service rules and other existing Government of India instructions issued by the DoPT, on issues related to personnel management of employees working in NITI Aayog. The administration is concerned with all aspects of service conditions of officers and staff, viz. recruitment, promotion, postings, transfers, retirement, deputation, court cases related to service matters, besides providing information under the RTI Act on these matters. It is also entrusted with the responsibilities relating to an internship scheme for students pursuing undergraduate/postgraduate degrees or who are research scholars enrolled in any recognised university/institution in India or abroad.

Composition of NITI Aayog staff (NITI Aayog, DMEO and AIM) as on 31st December 2025

S. No.	Level of Officers	Government	Lateral Entrant Professionals	Other Professionals	Total
1	Principal Economic Adviser (Secretary) equivalent	1	0	0	1
2	Additional Secretary and equivalent	5	1	0	6
3	Joint Secretary and equivalent	16	0	0	16
4	Director and equivalent	26	3	0	29
5	Deputy Secretary and equivalent	21	1	0	22
6	Under Secretary and equivalent	56	2	0	58
7	Research officer/Associate in Level 10 and equivalent	16	0	0	16
8	Section Officer and equivalent	61	0	0	61

S. No.	Level of Officers	Government	Lateral Entrant Professionals	Other Professionals	Total
9	Assistant Section Officer (Level 7) and equivalent	83	0	0	83
10	Other support staff	192	0	0	192
11	Contractual/Outsourced Personnel	0	0	506	506
	Total	477	7	506	990

Apart from the Consultancy positions, NITI Aayog has its Distinguished/Resident/Non-Resident Fellowship programme. The objective of the Fellowship Programme is to leverage sectoral expertise to meet the emerging requirements in various sectors by tapping into the best minds from across the world. The programme seeks to draw up global expertise across sectors of national importance to move beyond conventional planning in formulating government policy. It is a competitive fellowship that will allow senior and mid-career professionals of calibre to work hands-on on policy initiatives. It will provide for them to carry out substantive research and interact with a wide range of actors in the Indian Policy circuit, from senior government officials, diplomats and scholars.

NITI Aayog has NITI Internship Scheme also that seeks to engage students pursuing Undergraduate/Graduate/Post Graduate Degrees or pursuing Research Scholars enrolled in recognised Universities/Institutions within India or abroad, as “Interns”. These Interns are given exposure to various Verticals/Divisions/Units within NITI Aayog and are expected to supplement the process of analysis within NITI Aayog through empirical collection and collation of in-house and other information.

CAREER MANAGEMENT SECTION

The Career Management (CM) Section in the NITI Aayog handles the training and career management related matters as well as foreign training and foreign visit related matters of all the officers/personnel of all levels in NITI Aayog.

During the period from **1st April 2025 to 31st December 2025**, the CM Section of NITI Aayog facilitated and coordinated various training programmes, foreign visit proposals, exposure visits, and interactive sessions for officers and staff, as detailed below:

- Foreign Visits / International Events** A total of **59 (fifty nine)** officers/personnel of NITI Aayog including **8 (eight)** delegations, were deputed to attend various international events, such as conferences, workshops, seminars, and meetings, held in different foreign countries during the period under review.
- Domestic and Foreign Training Programmes**
 - Seventy-six (76)** officers/staff of NITI Aayog were nominated to attend various domestic training programmes, including cadre training and other capacity-building programmes conducted by the Institute of Secretariat Training and Management (ISTM), National e-Governance Division (NeGD), and other recognised training institutions.

- In addition, **4 (four)** officers of NITI Aayog were nominated to attend foreign training programmes during the said period.

3. Internal Induction-cum-Orientation Training Programmes: Internal Induction-cum-Orientation Training Programmes were organised for newly appointed flexi-pool officers/ staff (Senior Associates, Associates, Senior Specialists, Specialists, etc.) and contractual personnel (Young Professionals, Consultants, etc.) of NITI Aayog, Atal Innovation Mission (AIM), and Development Monitoring and Evaluation Office (DMEO).

These programmes were conducted at NITI Aayog on 21st April 2025, 9th June 2025, and 6th August 2025, with the objective of familiarising newly inducted personnel with the organisational structure, roles, and functions of NITI Aayog.

During the orientation programmes, participants were provided with:

- An overview of the organisational setup of NITI Aayog;
- Basic understanding of the Manual of Office Procedure (MOP);
- Key concepts relating to Conduct Rules and the Right to Information (RTI) Act; and
- Detailed theoretical and practical inputs on the use of the e-Office system.

The following exposure visits and interactive sessions were also organised at NITI Aayog during the period under review:

1. Exposure Visit-cum-Interactive Session of a delegation from CREMOD, Government of Mozambique, on 2nd April 2025.
2. Exposure Visit-cum-Interactive Session of a delegation from DHTI at NITI Aayog on 16th April 2025.
3. One-day Leadership Bootcamp conducted at NITI Aayog on 5th May 2025.
4. Visit of the Free Youth Democratic Organization Nepal (FYDON) on 29th July 2025.
5. Visit of a Young Leaders' Delegation from various political parties of Nepal on 5th August 2025.
6. Exposure Visit-cum-Interactive Session for Indian Statistical Service (ISS) Probationers (2025 Batch) from NSSTA on 19th August 2025.
7. Interactive Session with senior Indian Foreign Service (IFS) officers from the Sushma Swaraj Institute of Foreign Service, undergoing the Mid-Career Training Programme, on 20th August 2025.
8. One-day Interactive Instructional Exposure Visit Programme for Senior Defence Officers of HCC-54, visiting from the Army War College, Mhow, on 10th September 2025.
9. Interactive Session with students of the Skolkovo Moscow School of Management on 7th October 2025.

10. Interaction with UN-ASG of Youth Affairs at NITI Aayog on 28th October 2025
11. Visit of a 12-member Egyptian delegation to NITI Aayog on 3rd December 2025.
12. Interactive Sessions for the 80th, 82nd, 83rd, and 84th Delegations of Young People of Indian Origin (PIO) under the Know India Programme (KIP), held on 16th January 2025, 25th July 2025, 25th November 2025, and 9th December 2025, respectively.
13. Interactive Session with Indian Forest Service (IFS) officers under the Mid-Career Training (MCT) Phase-IV (17) Programme on 23rd April 2025.
14. Special Capacity Building Programme for mid-career civil servants of Mauritius on 13th September 2025.
15. One-day Capacity Building Programme for civil servants from Ethiopia on 14th May 2025.
16. One-day Capacity Building Programme for senior civil servants of Mauritius on 10th November 2025

RAJBHASHA (HINDI) SECTION

During 2025-26, the Rajbhasha Section continued its efforts towards the maximum use of Hindi in official work during the year, keeping in view the annual programme issued by the Department of Official Language, Ministry of Home Affairs (MHA), and the Official Language Policy of the Union for implementation of the Official language Act, 1963 and Official language Rules, 1976 made thereunder.

TRANSLATION

Quarterly progress reports were sent to the Department of Official Language and those received from attached offices were reviewed regularly. The Hindi Section translated various documents like Annual Report, Demands for Grants, material related to the Parliamentary Standing Committees, Cabinet Notes, Parliament Questions, Notifications, Orders, OMs, MoUs, RTI matters, forms and drafts, letters, etc.

IMPLEMENTATION

Implementation of Section 3(3) of Official Language Act-1963

In pursuance of the Official Language Policy, all documents covered under Section 3(3) of the Official Language Act-1963 are issued both in Hindi and English. The annual programme and other orders/instructions issued by the Department of Official Language were forwarded to all the sections of NITI Aayog and its attached offices for information and directives.

Compliance of Rajbhasha Rule 1976

Following the guidelines of Department of Official Language, Ministry of Home Affairs NITI Aayog has strictly been in compliance of Rule-5, Rule-9, Rule-12 among others.

Hindi Workshops

During the year, four Hindi workshops were on different pragmatic aspects of Hindi were organised and considerable number of participants took part therein and got benefited. Experts with vast experience and knowledge conducted the workshop and shared relevant and useful information.

PROMOTION

Incentive Scheme for Original Noting and Drafting Work in Hindi

The incentive scheme for noting and drafting in Hindi introduced by the Department of Official Language was continued in 2025-26. The scheme carries two first prizes of ₹5,000 each, three second prizes of ₹3,000 each, and five third prizes of ₹2,000 each. Under this scheme, Rewards and Certificates were distributed to five prize winners.

5th All India Official Language Conference

To commemorate the Hindi Diwas on 14th September and for promotion of Official Language of Govt of India, the 5th All India Official Language Conference was organised by Department of Official Language, Ministry of Home Affairs (MHA), Govt. of India in Gandhinagar, Gujrat between 14th - 15th September 2025. Officials from NITI Aayog took active participation in the same.

Hindi Diwas and Pakhwada

Hindi Diwas and Pakhwada was celebrated in NITI Aayog with much enthusiasm and fervour. Various competitions were organised during this period. A total of 11 different competitions were organised and total 63 officers/staffs were given prizes, mementos and certificate during this period. Officials including both **Government and non-government** took active participation with much zeal and enthusiasm.

A new initiative, 'Charcha Paricharcha' Programme has been launched to promote the use of Hindi among officers/officials, with the aim of fostering a deeper interest and insights in the language and contemporary issues and encouraging its adoption in daily work. The programme has already gained momentum with over 13 successful sessions. This lecture series is a treasure trove of knowledge, covering wide range of subjects that are directly relevant to our daily lives.

Celebration of Rajbhasha Golden Jubilee: A Golden Jubilee Celebration on completion of 75 years (1975-2025) of establishment of Department of Official language, MHA was organised in Bharat Mandapam, New Delhi on 26th June 2025 and at Hyderabad on 11th July 2025. It was addressed by Union Home Minister and Minister of Cooperation, Shri Amit Shah as Chief Guest. It was attended by various dignitaries, language lovers and Rajbhasha related Officers and employees from all over India. Officials from NITI Aayog too took active participation in this with much zeal and fervour.

INSPECTION

Official Language Implementation Committee (OLIC)

The OLIC functions under the Chairpersonship of ‘Joint Secretary (Admin/OL)’. This committee periodically reviews the progress made in connection with the use of Hindi and gives appropriate suggestions and recommends measures to be taken for the effective implementation of the Official Language Policy. The meetings of this committee are held regularly in every quarter and the offices under the control of NITI Aayog are also instructed for convening OLIC meetings regularly.

Central Official Language Implementation Committee (COLIC)

The COLIC works under Chairpersonship of “Secretary (Department of Official Language, Ministry of Home Affairs)” and membership of different Administrative Heads of Ministries (Joint Secretary level). This committee ensures the implementation of Official Language in ministries across government of India and ensures its hassle-free promotion. Its meeting is held annually. Officers from NITI Aayog took participation in this meeting and give his valuable impetus for the same.

Inspection of sections and attached offices of NITI Aayog by Rajbhasha Section

Officers/Officials from Rajbhasha Section did the inspection work of all the 66 sections of NITI Aayog and the concerned sections were given various directives, inputs and appreciation for promotion of Hindi in Official use. In addition, 2-attached offices- Development Monitoring and Evaluation Office (DMEO) and National Institute of Labour Economics Research and Development were also inspected and inputs given.

Hindi Salahkar Samiti

Hindi Salahkar Samiti is the apex level committee at Ministry level. Constituted in 1987 under the guidelines of Department of Official Language, Ministry of Home Affairs, it give consultation regarding implementation of various rules, regulations, directions and provisions of Department of Official Language, MHA and Kendriya Hindi Samiti and promotion of Hindi as Official Language of Union Government. It is chaired by Hon’ble Minister of concerned Ministry. Once constituted it works for 3 years.



Glimpses from the first meeting of Hindi Salahkar Samiti conveyed on 4th December 2025

Accordingly, the latest Hindi Salahkar Samiti in NITI Aayog has been constituted on 19.08.2025. and the first meeting was convened on 04.12.2025 under the Chairpersonship of Hon'ble Minister of State, Rao Indrajeet Singh. 13 non-official members including MPs and experts from Hindi Background and many senior officials give their respective inputs for promotion, implementation and holistic development of Hindi. The meeting was grand success with valuable insights received.

KARMAYOGI

In furtherance of the objectives of Mission Karmayogi – National Programme for Civil Services Capacity Building (NPCSCB), a series of sensitisation and capacity-building initiatives were undertaken during the year to promote awareness and adoption of competency-driven learning among officials at various levels.

Sensitisation and Promotion of iGOT Platform

Sensitisation sessions were conducted for officers and officials across levels to familiarise them with the objectives and framework of Mission Karmayogi and the iGOT Karmayogi platform. To sustain engagement in continuous learning, curated lists of relevant courses were circulated on a quarterly basis, and officials were encouraged to undertake functional and behavioural competency-based courses available on iGOT.

To incentivise participation and course completion, the CM Section implemented recognition mechanisms, including:

- Identification and recognition of top performers at the end of each quarter; and
- Issuance of Letters of Appreciation to the top five officers securing the highest number of Karma Points.

These initiatives contributed to enhanced engagement and increased uptake of learning modules on the iGOT platform.

Jan Sewa Training Programmes

In accordance with directions issued by the Department of Personnel and Training (DoPT), the CM Section implemented the Jan Sewa Training Programme as part of the broader behavioural transformation agenda under Mission Karmayogi.

The Capacity Building Commission (CBC) launched the programme titled “*Serving the Karmayogi Way*”, which places Citizen Centricity at the core of capacity building reforms. Under this initiative, the Rashtriya Jan Sewa Initiative was launched with the objective of instilling Seva Bhaav among Central Government employees.

The programme is a large-scale behavioural intervention, for which DoPT trained Master Trainers. In alignment with this framework, day-long Jan Sewa Training Programmes were organised for

officials of NITI Aayog under the guidance of the DoPT-trained Master Trainers.

During the year, approximately 200 officials under Jan Sewa Training Programme were trained through multiple sessions conducted across the year, with a focus on:

- Internalising the ethos of being a *Karmayogi*;
- Strengthening citizen-centric attitudes; and
- Enhancing service orientation and behavioural competencies.

Integration of iGOT with APAR

As part of role-based and outcome-oriented capacity building, DoPT mandated the linkage of the iGOT Karmayogi platform with the Annual Performance Appraisal Report (APAR). In compliance with these directions, the CM Section initiated the process of linking iGOT with the APAR framework in NITI Aayog, with the objective of embedding continuous learning and competency development into the performance appraisal system.

“Know Your Ministry” Module

Under the Capacity Building Plan of Mission Karmayogi, Ministries/Departments were required to develop a “Know Your Ministry” module—short online induction courses for employees posted within the organisation.

In this regard, the CM Section coordinated with various divisions and stakeholders within NITI Aayog to compile and forward requisite inputs for the development of the “Know Your Ministry” module of NITI Aayog on the iGOT platform.

LIBRARY AND DOCUMENTATION CENTRE

The NITI Aayog Library is one of the oldest and most comprehensive libraries among Government of India ministries. It specialises in subjects related to economic and development policy, agriculture, education, energy, health, industry, infrastructure, and area studies. It serves NITI Aayog officers, other ministries, and research scholars, offering a reading room (30 users), internet access, and consultation services. The collection includes over 1.85 lakh books, 1326 audio-visual items, and subscriptions to 117 journals, magazines, and newspapers in English and Hindi.

E-Resources

- **Databases:** CEIC, CMIE, DELNET, EPWRFITS, IndiaStat, JSTOR, Magzter, Manupatra, Sage, Statista, World Bank e-library
- **Online Newspapers:** Business Line, Financial Times, Hindustan Times, Indian Express, Mint, NYT, The Hindu, WSJ, Washington Post
- **Online Journals:** AEA journals, Economist, Foreign Affairs, HBR, National Geographic, Oxford journals

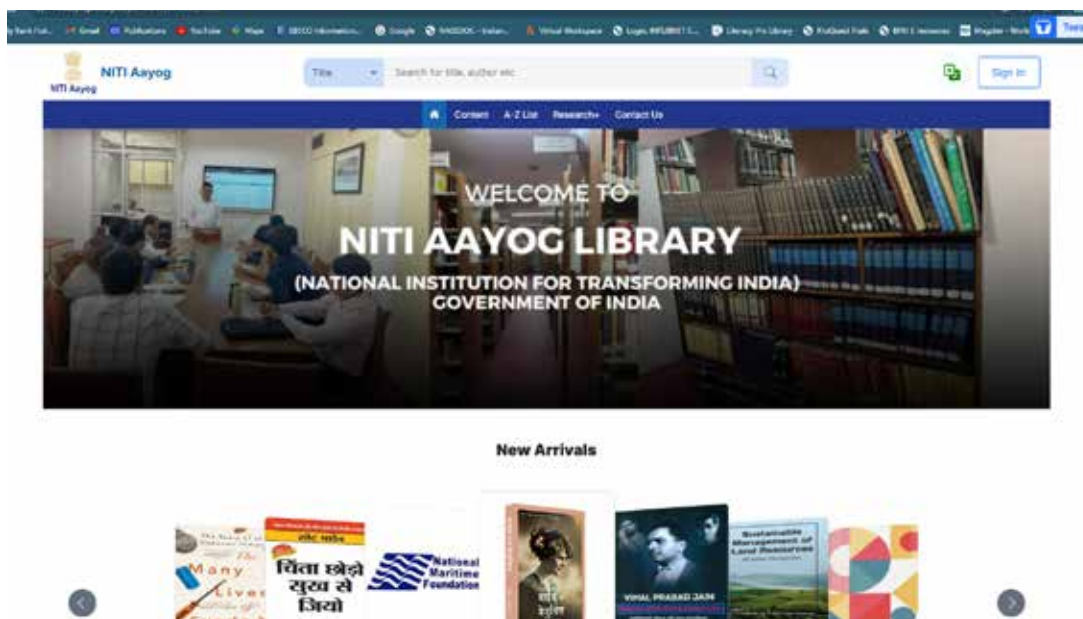
- **E-Books:** JSTOR, Perlego (English); Sage, NotNul (Hindi)
- **E-Tools:** Grammarly, Knimbus, StatCraft, Stata 18, Turnitin

IT Applications

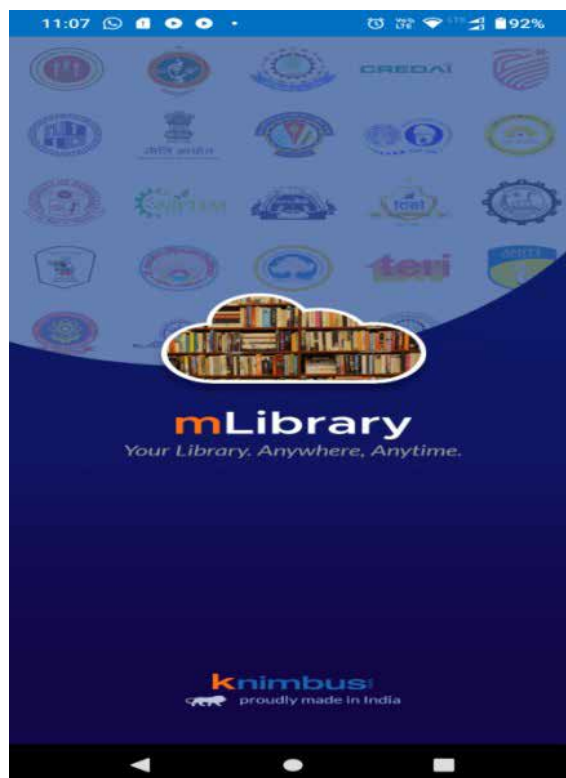
- **Automation:** KOHA software; portal: <https://library.niti.gov.in>



- **Remote Access:** <https://nitiaayoglibrary.in>



- **Mobile App:** mLibrary (Android/iOS)



Institutional Repository: DSpace-based digital archive with 6000 documents accessible via LAN. The URL is <http://10.21.131.211:4000/home>.

OM&C SECTION

- OM&C Section is handling Public Grievances online through CPGRAMS since January 2018 and also redressal of Public Grievance Appeals through online portal.
- OM&C Section is coordinating with the Ministry of Home Affairs for the purpose of processing of applications & distribution of MHA Temporary Passes & Permanent Identity Cards for the regular/contractual/outsourced employees of NITI Aayog.
- OM&C Section organised the 11th International Day of Yoga on 21st June 2025, on the theme “Yoga for One Earth, One Health” As per Ministry of AYUSH guidelines, the Common Yoga Protocol and Y-Break app were shared on the NITI Portal. A Yoga Session was held with active participation of the Members, Senior Officers and officials of NITI Aayog.
- Uploaded consolidated data on the representation of SC, ST & OBC and PWD as on 1st January 2025 on DoPT’s portal (“rreps.nic.in”).
- Forwarded details of Officers & Dignitaries of NITI Aayog and its subordinate/attached organisations to Ministry of Defence for issuance of Invitation Cards for Independence Day and Republic Day, 2025.

- Work related to appointment of Registered Medical Practitioners as Authorized Medical Attendants (AMA) for the benefit of the employees of NITI Aayog and their family members, who do not have CGHS facility in the area of their residence.
- Implemented DARPG's Special Campaign 5.0 in NITI Aayog from 15th September 2025 onwards to dispose of pending Public Grievances, References from MPs and State Govts, Inter Ministerial Consultations, Parliamentary Assurances etc.
- Organised Swachhata Hi Seva Campaign, 2025 in NITI Aayog from 17th September to 2nd October, 2025.
- The Hon'ble Vice Chairman, NITI Aayog and the CEO, NITI Aayog administered the Swachh Bharat Pledge on 25th September 2025 in NITI Aayog, followed by Cleanliness drive in the premises of NITI Aayog.

RTI CELL

The RTI Cell received the following RTI/Appeal applications and CIC Hearing Notices during the Year 2025-26 (From 1st January 2025 to 31st December 2025):-

Sr. No.	Details	Total Number
1	RTI Applications	952
2	Appeals	103
3	CIC Hearing Notices	16

COMMUNICATION CELL

The Communication Cell of NITI Aayog plays a critical role in consolidating and disseminating knowledge, insights and outcomes generated across NITI Aayog divisions through multiple communication channels, including traditional media (print and audio-visual), social media platforms and the official NITI Aayog website.

During the FY 2025-26, the Communication Cell effectively managed NITI Aayog's social media and outreach ecosystem, overseeing end-to-end communication functions ranging from content development and collateral design to hashtag strategy and overall communication planning. This integrated approach ensured seamless coordination and consistent messaging across key national campaigns and institutional milestones. In addition, the Communication Cell handled the In-house printing, design and dissemination of communication collaterals and press releases, contributing to a coherent, impactful and citizen-centric digital presence of NITI Aayog.

A Brief of Various Creative Activities Done During 2025-26 are as Follows: NITI @ 10

The NITI @ 10 campaign commemorated a decade of NITI Aayog by reflecting on its journey, achievements and contributions to India’s development narrative. The campaign curated archival milestones, policy reforms and key initiatives that have shaped national discourse over the years. Leadership messages and thematic creatives were used to reinforce institutional continuity, impact and the evolving role of NITI Aayog in building a Viksit Bharat. The campaign comprised infographics, graphics and video content distributed across various social media platforms. This strategic approach resulted in a cumulative total of 5,99,821 impressions.

ELECTRONICS: POWERING INDIA'S PARTICIPATION IN GLOBAL VALUE CHAINS

India's electronics sector has experienced rapid growth, reaching **USD 155 billion in FY23**

Key Highlights:

- India's electronics sector production nearly doubled from **USD 48 billion in FY17 to USD 101 billion in FY23**
- Exports totalled **~USD 25 billion as of FY 23**, reflecting India's increasing role in the global electronics market

Follow 'NITI Aayog' Channel for more updates

@NITIAayog niti.aayog NITI Aayog @NITIAayogOfficial /nitiayog

Economic Master Plan for Surat Economic Region

To develop Surat City-Region as a Growth-Hub by 2047

Three key pillars:

- Economic & Investment
- Quality of Life
- Inclusivity & Sustainability

Follow 'NITI Aayog' Channel for more updates

@NITIAayog niti.aayog NITI Aayog @NITIAayogOfficial /nitiayog

Aspirational Districts Programme (ADP)

Launched in January 2018

An initiative to improve the socio-economic status of some of the most underdeveloped districts of India

Covering **112 Districts** across the country

Focuses on **49 Key Performance Indicators (KPIs)** spanning five critical socio-economic themes

Follow 'NITI Aayog' Channel for more updates

@NITIAayog niti.aayog NITI Aayog @NITIAayogOfficial /nitiayog

MISSION LIFESTYLE FOR ENVIRONMENT (LIFE)

Launched in 2021

An India-led global mass movement to create and nurture a global network of 'Pro-Planet People' (P3) having a shared commitment to adopt and promote environment-friendly lifestyles

➤ Approach of LIFE Campaign

- Focus on Individual Behaviours
- Co-create Globally
- Leverage Local Cultures

Follow 'NITI Aayog' Channel for more updates

@NITIAayog niti.aayog NITI Aayog @NITIAayogOfficial /nitiayog

Aspirational Blocks Programme (ABP) /Aspirational Districts Programme (ADP)

The ABP and ADP campaign aimed to communicate the vision, progress, and outcomes of India's flagship aspirational development initiatives. Special emphasis was placed on initiatives such as *Akanksha* and *Champions of Change*. *Aakanksha* highlighted grassroots entrepreneurship and locally developed products, promoting 'Vocal for Local' initiatives from Aspirational Districts and Blocks, which aim to generate livelihoods and foster community-led economic growth. *Champions of Change* showcased high-performing districts and blocks, recognising exemplary outcomes and best practices in driving measurable development impact. Social media content highlighted data-driven governance, success stories from the field, and measurable improvements across key development indicators. By focusing on human-centric narratives supported by credible data, the campaign strengthened awareness of cooperative and competitive federalism while showcasing transformative change at the grassroots level.

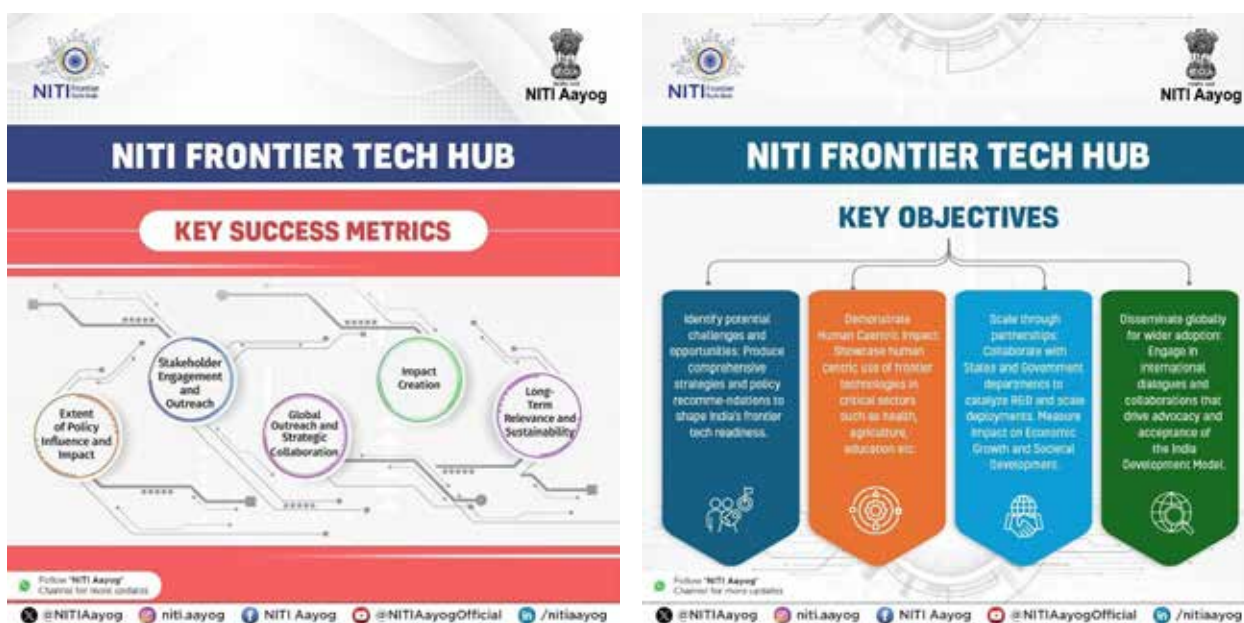


Sarovar Samridhhi

The Sarovar Samridhhi campaign focused on promoting water conservation and the rejuvenation of water bodies through community-led and policy-supported initiatives. Social media storytelling emphasised sustainability, local participation, and long-term environmental impact. Visual narratives and contextual messaging helped build public awareness around water security while aligning the campaign with broader national priorities on climate resilience and sustainable development. A total of 90 posts consisting of pictures and field-level visuals, to highlight key interventions and district- and block-level progress under ADP and ABP, were published on various social media channels. The campaign achieved a cumulative digital reach of 19,32,667 impressions, reflecting strong audience engagement and effective dissemination of programme messaging.

Introduction to Frontier Tech Hub

A key milestone in NITI Aayog’s digital outreach during the financial year 2025–26 was the introduction of the NITI Frontier Tech Hub (FTH). The social media communication was strategically designed to introduce the Frontier Tech Hub as a central platform for advancing India’s engagement with emerging and frontier technologies. The content was designed to effectively communicate the vision, objectives, and institutional importance of the Frontier Tech Hub through four innovative infographics. These infographics were disseminated across multiple social media platforms, achieving a total of 76,968 impressions.



Videos/Reels

During FY 2025-26, videos and short-form reels were used as part of NITI Aayog’s digital communication strategy to enhance reach and engagement across social media platforms. A series of reels was created to support the launch and dissemination of various reports, enabling key findings and messages to be communicated in a concise and accessible manner.

In addition, long-form and short-format videos were produced to highlight major institutional initiatives and milestones, including the *NITI for States Hall of Fame*, launch of the *Darpan Portal*. These audio-visual assets played a critical role in simplifying complex information, amplifying official announcements, and strengthening public awareness of NITI Aayog’s programmes and policy initiatives.

These videos featured crisp editing, compelling visuals and strategic captions, converting complex information into understandable formats that boosted visibility, public engagement, and institutional outreach.

Designing of Reports

During the year, the Communication Cell undertook the designing and developed several key reports, including *Trade Watch (Quarterly)*, *Purvodaya*, *Water Budgeting in Aspirational Blocks*, *Rethinking Homestays: Navigating Policy Pathways*, *From Intent to Impact: A Compendium of Good Practices on Gender Parity at Workplace*, *Deepening the Corporate Bond Market in India*, *Stories of Change: Aspirational Districts & Blocks*, etc. Design support was provided for over 55 publications, facilitating the effective dissemination of policy analysis and key institutional outputs.



The design approach emphasised clarity, consistency and effective visual communication, presenting complex policy insights in an accessible and reader-friendly manner while adhering to NITI Aayog's institutional branding. The visually compelling and professionally structured reports communicated key government strategies and initiatives, strengthening thought leadership and knowledge sharing.

Social Media Outreach

The Communication Team strengthened and maintained a cohesive social media presence during the period under review, contributing to a significant increase in audience engagement and visibility. Within the year, a total of 1590 posts were published across all social media platforms, generating 20.41 million impressions and resulting in a growth of 27,000 followers. This sustained outreach increased the total follower base to 5.39 million across platforms.

PARLIAMENT

There is a full-fledged Parliament Section in NITI Aayog which handles all the Parliamentary work concerning the Ministry of Planning. The Parliament Section coordinates with the different divisions within NITI Aayog for timely disposal of Parliament Question (PQ) during the Parliament Session. It includes forwarding of PQs to concerned division for obtaining the replies and uploading of the answers on the website of Parliament, after seeking due approval from Hon'ble Minister of Planning. The duly approved answers are also submitted to the Lok Sabha/Rajya Sabha for laying the same on the table of the House.

In addition to the above, the work related to providing inputs to the issues raised during the Meetings of Consultative Committee, Standing Committees, and various other Committees are also provided in time.

As regards the Parliamentary Assurances, as a part of digital India initiative, Parliament Section regularly monitors the OAMS (Online Assurance Monitoring System) for obtaining the information about the Government Business pending against Ministry of Planning and take necessary steps for disposal of pending Parliament Assurances. The Section also assists in organising various DDG Meetings (Demand for Grants) during budget session for finalising the NITI Aayog's Budget. Moreover, the section closely assists the Hon'ble Minister's Office in preparing the statements/reports under Direction 73 A of Hon'ble Speaker.



राष्ट्रीय श्रम अर्थशास्त्र अनुसंधान एवं विकास संस्थान
NATIONAL INSTITUTE OF LABOUR ECONOMICS
RESEARCH AND DEVELOPMENT



Section 8

**NATIONAL INSTITUTE
OF LABOUR
ECONOMICS RESEARCH
AND DEVELOPMENT**

The National Institute of Labour Economics Research and Development (NILERD) is an autonomous Institute under NITI Aayog. The primary objectives of this Institution include training, research, consultancy and monitoring and evaluation with a focus on inclusive growth and welfare.

TRAINING PROGRAMMES DURING 2025-26

International Training Programmes (ITPS)

NILERD conducts international Training Programmes under the ITEC scheme of the Ministry of External Affairs, Government of India and customised programme for country governments. During the period of April – October 2025, NILERD has conducted 3 Training programmes, 1 programme under ITEC umbrella and 2 programme for Royal Civil Service Commission of Bhutan. that were attended by 204 participants from more than 55 countries, representing Asia, Latin America, Middle East and Sub-Saharan Africa

Details of the training programmes are as under:

- Two weeks ITP on Sustainable Development Goals: An integrated Approach, conducted during 7th to 20th August 2025 was attended by 29 participants from 19 countries.
- A two weeks training programme on “Workforce Planning and HR Metrics” conducted during 16th to 27th June 2025 was attended by 20 Assistant Human Resource Officers of Royal Civil Service Commission, Bhutan
- Two Weeks Training Programme on “Advanced Training Programme on “Workforce Planning and HR Metrics” conducted during 1st to 12th September 2025 was attended by 20 Senior/Chief Human Resource Officers of Royal Civil Service Commission, Bhutan.

NEW INITIATIVES DURING 2025-26

- A Special Training Programme on “Transparency and Prevention of Corruption” was conducted from 13th to 26th February 2025. The programme was attended by 29 participants from Guatemala.
- An International Training Programme on “Livelihood Promotion through Self Employment at the Grassroots Level” was initiated during 2025 that was attended by 35 participants from 10 African countries.

Research Studies

(a) Completed

- “Impact Assessment of the Digital Library cum Resource Centre Scheme of the CSC Academia”, commissioned by CSC e-Governance Services India Limited, Ministry of Electronics & Information Technology.

- “Third Party verification of the Action Points emerging from the three National Conferences of the Chief Secretaries”, commissioned by Development Monitoring and Evaluation Office, NITI Aayog.
- “A study on efficacy and impact of National Apprenticeship Training Scheme (NATS) throughout the country” commissioned by Ministry of Education.
- “An Assessment of Employment and Working Conditions of Workers in Gold Industry” commissioned by World Gold Council.

(b) Ongoing

- Impact Assessment and Evaluation Study for DISHA Monitoring Mechanism commissioned by Department of Rural Development, Government of India.
- “Impact Assessment of the Digital Aganwadi Centres Scheme of the CSC Academia” commissioned by CSC e-Governance Services India Limited, Ministry of Electronics & Information Technology.
- “Evaluation of the scheme National Initiative for Design Innovation (NIDI)” commissioned by Department of Higher Education.
- Evaluation of the Research Scheme of NITI Aayog (RSNA) commissioned by R&N Division, NITI Aayog.
- “Benefits Flowing to a Household: A study of Rural Uttar Pradesh” commissioned by NITI Aayog.

ANNEXURE 1

SECTOR-WISE NUMBER AND COSTS OF EFC/PIB PROPOSALS APPRAISED IN PFPA (1st April 2025 to 31st December 2025)

S.No.	Sector	2024-25 (1 st April 2025 to 31 st December 2025)		
		Nos.	Cost (₹ Cr.)	%
1	Agriculture & Allied Sectors	8	167770	3.77
2	Energy	9	98972	2.23
3	Transport	65	2727449	61.35
4	Industry	15	133308	3.00
5	S&T	3	8893	0.20
6	Social Services	31	945429	21.26
7	Communication	5	28474	0.64
8	Others	30	335683	7.55
	Total	166	4445978	100.00

SECTOR-WISE NUMBER AND COSTS OF EFC/PIB/CEE PROPOSALS APPRAISED IN PFPA (1st April 2025 to 31st December 2025)

S.No.	SECTORS	2025-26 (1 st April 2025 to 31 st December 2025)	
		No.	Cost (₹ cr.)
	AGRICULTURE		
1	Agriculture and Farmers Welfare	7	44900
2	Fisheries, Animal Husbandry and Dairying	1	122870
	ENERGY		
3	Power	6	89685
4	Coal	1	5925
5	Petroleum & Natural Gas	1	676
6	New & Renewable Energy	1	2686
	TRANSPORT		
7	Railways	49	368864

S.No.	SECTORS	2025-26 (1 st April 2025 to 31 st December 2025)	
		No.	Cost (₹ cr.)
8	Road Transport and Highways	6	2289700
9	Civil Aviation	7	49901
10	Ports Shipping and Waterways	3	18985
	INDUSTRY		
11	Heavy Industries and Public Enterprises	1	7350
12	Micro, Small & Medium Enterprises	1	21400
13	Mines	1	1500
14	Steel	1	5000
15	Chemicals & Fertilisers	4	4091
17	Textiles		
18	Food Processing Industries	2	1594
19	Commerce & Industry	5	92373
	SCIENCE & TECHNOLOGY		
20	Bio-Technology		
21	Science & Technology	3	8893
22	Scientific & Ind. Research		
23	Ocean Development		
24	Earth Sciences		
	SOCIAL SERVICES		
25	Education/HRD	11	70714
26	Culture		
27	Youth Affairs & Sports	1	600
28	Health & Family Welfare	8	209666
29	Ayush		
30	Women & Child Development		
31	Labour & Employment		

S.No.	SECTORS	2025-26 (1 st April 2025 to 31 st December 2025)	
		No.	Cost (₹ cr.)
32	Social Justice & Empowerment	4	10141
33	Rural Development	2	622463
34	Minority Affairs	1	13814
35	Tribal Affairs	3	13344
36	Drinking Water Supply and Sanitation		
37	Consumer Affairs Food Public Distribution	1	4687
	COMMUNICATION		
38	Information & Broadcasting	1	10000
39	Post		
40	Electronics and Information Technology		
41	Posts and Communication	4	18474
	OTHERS		
42	Home Affairs	4	18251
43	Tourism		
44	Environment & Forests		
45	Law & Justice	2	15197
46	Jal Shakti	1	858
47	North Eastern Region (DONER)	2	4968
48	Finance	4	46839
49	Corporate Affairs		
50	Planning Commission/NITI Aayog	2	20000
51	External Affairs		
52	Statistics & Program Implementation	2	29710
53	Parliamentary Affairs		

S.No.	SECTORS	2025-26 (1 st April 2025 to 31 st December 2025)	
		No.	Cost (₹ cr.)
54	Panchayati Raj		
55	Housing & Urban Affairs	10	192604
56	Skill Development and Entrepreneurship		
57	Personnel, Public Grievances and pensions		
58	Cooperation	1	2000.00
59	Defence	2	5256
	Total	166	4445978

ANNEXURE II

Lists of research studies approved and studies completed

Table-1.1: List of New Research Studies Approved during 2025-26 (till 22nd Jan 2026)

S. No.	Title of the Study
1	The Income Tax Bill 2025: The scope and extent of criminalisation”
2	Advanced analytical features on National Data Analytics Platform (NDAP) to enable seamless data insights
3	Preparation of Investment Friendly Charter for States
4	Cost of Doing Business in India
5	Onboarding expert for refinement of Net Zero Technical Reports-
6	Onboarding expert for refinement of Net Zero Technical Reports-
7	Onboarding expert for refinement of Net Zero Technical Reports-
8	Legal, structural and Institutional requirements for accomplishing the Nuclear Energy Mission
9	Professional, Scientific, and other Business Services
10	Reimagining Integrated Child Development Services
11	Taxation Issues faced by Financial Sector
12	The Role and Future of Dredging in Maritime Infrastructure Development
13	Augmenting Rail Container Freight movements to the Hinterland: Policy challenges and way forward
14	Taxation Issues in Service Sector
15	Small Cities Initiative (SCI) Towards Localising Growth: National Guidance Framework and Pilot Economic Plans
16	Preparation of Principles for determining Toll Rates for National Highways
17	Developing a Framework and Mechanism for Consultative Tax Policy Formulation
18	Knowledge Partner in HLC-VB for Strategic Review of Important Schemes and Projects with the aim of producing high quality reports
19	Increasing the Potential of Shipbuilding as part of Maritime Amrit Kaal Vision 2047
20	Reforming State Public Sector Enterprises/ State Autonomous Bodies in India
21	Non-Fare Revenue Maximisation for Indian Railways
22	Analytical Study and Framework Development for Science and Technology (S&T) Outlook of States"
23	Strengthening Primary Agricultural Credit Societies (PACS) as Engines of Agri-Value Chain Development and Rural Prosperity in Maharashtra

Table-1.2: Studies Completed during 2025-26 (till 22nd Jan 2026)

S. No	Title of the Study
1	Development of Investment Friendly Charter for States Development of Investment Friendly Charter for States
2	Analysis of the Income Tax Bill 2025: The Scope and Extent of Criminalisation
3	Circular Economy of End of Life Vehicles in India



सत्यमेव जयते

NITI Aayog