

VIKSIT MAHARASHTRA 2047





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VIKSIT
MAHARASHTRA
2047

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The preparation of Maharashtra Vision 2047 has been a truly collaborative effort, with 16 sector groups and 40+ departments, reflecting the collective wisdom and commitment of an extraordinary array of stakeholders across the State and nation.

We extend our deepest gratitude to the Hon'ble Prime Minister of India, Shri Narendra Modi, whose visionary leadership has inspired this long-term roadmap for Maharashtra's future, and to the Hon'ble Chief Minister, Shri Devendra Fadnavis, and Deputy Chief Ministers, Shri Eknath Shinde and Shri Ajit Pawar, for their strategic direction and unwavering support throughout this process.

Our acknowledgments go to Shri B. V. R. Subrahmanyam, CEO of NITI Aayog, and his distinguished team for their invaluable guidance in defining priorities, setting benchmarks and providing technical support during every stage of the visioning exercise. We are equally thankful to the 200+ sectoral experts, thought leaders, and industry partners whose inputs have enriched the substance of this report.

Special appreciation is extended to Shri Rajesh Kumar, Chief Secretary, all Additional Chief Secretaries, Principal Secretaries, Secretaries, Advisors, Directorates,

Commissioners, District Collectors and nodal officers whose tireless efforts ensured thorough consultations and integration of perspectives from every region and sector. We also recognise the instrumental role of 150+ academic institutions, social organizations and industry associations for their research, participation, and critical feedback, including but not limited to, MITRA, Gates Foundation, FICCI, CII, CEEW, UNICEF, and MEDC.

Above all, we express our sincere thanks to the citizens of Maharashtra, community leaders, grassroots organisations, youth, business leaders and all those who shared ideas through public consultations and forums. This truly is a people's vision, shaped by the aspirations, feedback, and hope of Maharashtraans from every corner of the State. We thank the representatives of CIVIS, who helped organise and analyse the State-wide citizen survey.

With determined leadership and unified effort, Maharashtra Vision 2047 stands as a testament to our promise of progress, equity and sustainability. We extend heartfelt thanks to everyone who played a part in shaping this document and remain confident that with continued partnership, Maharashtra will achieve these ambitious goals unlocking benefits for generations to come.

“ The State will become a hub for advanced manufacturing, nuclear and green molecule innovation, frontier technology, AI-enabled development and financial services. ”

—**Sh. Devendra Fadnavis**
Honourable Chief Minister





Maharashtra, with its rich tapestry of history, culture and innovation, has always been a beacon of progress and resilience. Our journey has been one of remarkable achievements, and as we look towards 2047, we envision Maharashtra as a USD 5 trillion economy, with a population of nearly 145 million. The State will not only be an economic powerhouse, creating 10-12 lakh new jobs every year, but also a paragon of inclusivity, sustainability and efficient governance. I am filled with immense pride and optimism for the future of our beloved State.

This vision is a collective dream, nurtured by the hopes and aspirations of millions. It seeks to uplift every section of society, with a nearly 10x increase in per capita income, ensuring that no one is left behind. We aim to create a state where opportunities abound and innovation thrives, empowering our farmers and workers. The State will become a hub for advanced manufacturing, nuclear and green molecule innovation, frontier technology, AI-enabled development and financial services.

Our vision is to provide everyone with access to world-class education, healthcare, security and justice systems, supported by infrastructure that drives rapid economic progress while keeping environmental sustainability at the core of all efforts.

Let us work together with passion, dedication, and a shared sense of purpose to turn our vision into reality. Let us build a Maharashtra that stands tall as a symbol of progress and prosperity for the entire nation.



Sh. Devendra Fadnavis
Honourable Chief Minister

“ Our goal is an equitable Maharashtra, one where economic growth translates into meaningful opportunities for all, where protecting our natural resources is fundamental... ”

—**Sh. Eknath Shinde**
Honourable Deputy Chief Minister





Our Vision 2047 presents a comprehensive roadmap to build a resilient Maharashtra that offers an enhanced quality of life, lasting economic prosperity and steadfast environmental stewardship. We are mindful of the complex challenges posed by rapid urbanization, with nearly 70% of the population expected to be in urban areas by 2047, increasing infrastructure demands, and the urgent imperative to achieve sustainable and inclusive growth. Our vision goes beyond creating modern cities to ensure that the fruits of development reach every household across the State.

By making robust investments in infrastructure, launching innovative housing initiatives to create 6-7 million affordable housing units and strengthening connectivity with 1200km of metro or mass rail transit systems, we aim to foster communities where every individual can live with dignity and security. Our goal is an equitable Maharashtra, one where economic growth translates into meaningful opportunities for all, where protecting our natural resources is fundamental, and where collaboration between the government, private sector, and citizens unlocks new possibilities.

True transformation requires a collective effort. I urge all stakeholders to unite on this ambitious journey. By drawing inspiration from our rich heritage and embracing bold ideas, we can build a Maharashtra that inspires, includes and uplifts every one of its people.



Sh. Eknath Shinde

Honourable Deputy Chief Minister

“ We firmly believe that economic progress must be equitable and environmentally conscious, striking a balance between the needs of industry, agriculture and social development.”

—Sh. Ajit Pawar
Honourable Deputy Chief Minister





Maharashtra stands at a defining moment in its history, poised to unleash its vast potential and chart a path of growth that is inclusive, sustainable and transformative. This vision embodies the aspirations of our people and the unwavering commitment of our government to unlock the full potential of our State.

Our Vision 2047 focuses on fortifying the state's financial resilience, maintaining a fiscal deficit of less than 2.5% of state GDP and exploring alternative capital sources for 50% of State projects, optimising resource allocation, and fostering an investor-friendly environment to attract USD 13-14 trillion investment and create meaningful employment. We firmly believe that economic progress must be equitable and environmentally conscious, striking a balance between the needs of industry, agriculture and social development.

Realising this ambitious vision calls for strong governance, meticulous planning, and strategic investments across all sectors. The years ahead demand bold action and collective responsibility. United in purpose, we will build Maharashtra's future – prosperous, sustainable, inclusive and equitable, where every resident enjoys the dignity of a safe home and a thriving community.



Sh. Ajit Pawar
Honourable Deputy Chief Minister

“ By 2047, Maharashtra will be recognised for its world-class industries, technology-driven agriculture and innovation in clean energy and water management. ”

—**Sh. Rajesh Kumar**
Honourable Chief Secretary





Maharashtra's journey towards 2047 envisages transformative growth across multiple dimensions – economic development powered by innovation and industry to boost real GDP growth to 8% per annum till 2047, social upliftment to ensure comprehensive healthcare access within 5km and 100% foundational literacy and numeracy for all residents, sustainable management of natural resources with 33% green cover and 75% clean energy generation, and a governance framework that is transparent, technology-enabled and citizen-centric.

By 2047, Maharashtra will be recognised for its world-class industries, technology-driven agriculture and innovation in clean energy and water management. Urban spaces will be digitally enabled and climate-resilient, and transport infrastructure will provide seamless connectivity to catalyse economic opportunities. Initiatives spanning health, education, nutrition and social security reflect our commitment to leaving no citizen behind as we chart our course for the future.

I extend my heartfelt gratitude to the leaders, experts, industry specialists, academic institutions and government officers whose insights and guidance have been instrumental. Most importantly, the active participation of citizens across Maharashtra has made this vision truly people-centric.

This vision is a promise of a better tomorrow – one that calls for dedication, cooperation and resilience. I look forward with optimism to the many milestones Maharashtra will achieve by 2047, driven by the resolve of its government and the spirit of its people.



Sh. Rajesh Kumar
Honourable Chief Secretary



OVERVIEW



Maharashtra's starting point

Maharashtra, India's largest state economy, has been at the forefront of shaping the country's prosperity. On one hand, it has embodied modern dynamism as home to leading enterprises in industries and services and as face of rapid urbanisation in the form of ever-growing cities like Mumbai and Pune. On the other, it has also nurtured its rich legacy of art, culture, language, heritage, cinema and biodiversity, with treasures such as Ajanta and Ellora standing as global icons. (Refer to Exhibit 1)

Maharashtra is India's leading State across many economic, social and cultural areas:

- India's largest economy for 60+ years and top-GST collector with INR 3.6L Cr in FY25
- One of the most urbanised states with 49% urban population
- Largest contributor to India's overall services GVA and highest financial services contributor with a 24% share
- India's largest agri-food exporter with INR 47K Cr of annual exports in FY25 (11% share in India's exports)
- Largest MSME ecosystem in the country with 90L MSMEs (13% of India's MSMEs)
- State with the highest number of UNESCO world heritage sites with 6 architectural treasures such as Ajanta-Ellora
- Amongst the States with the lowest debt-to-GDP ratio in India, at less than 20%

EXHIBIT 1: Maharashtra's endowments across regions



Building on its enduring contributions, Maharashtra envisions to continue to be a cornerstone of India's *Viksit Bharat* journey, guided by its vision for 2047.



Key opportunity areas

A. **Ensuring regional economic balance:** The top 12 districts generated 70%+ of state GDP in FY24. There are 27 districts with per capita income (PCI) less than the State (Refer to Exhibit 2). Opportunity to drive equitable growth in line with endowments, one-district-one-product strategies and export potential.

EXHIBIT 1: Disparity in per capita district-level income (2023-24)¹

Per Capita District Income (2023-24)



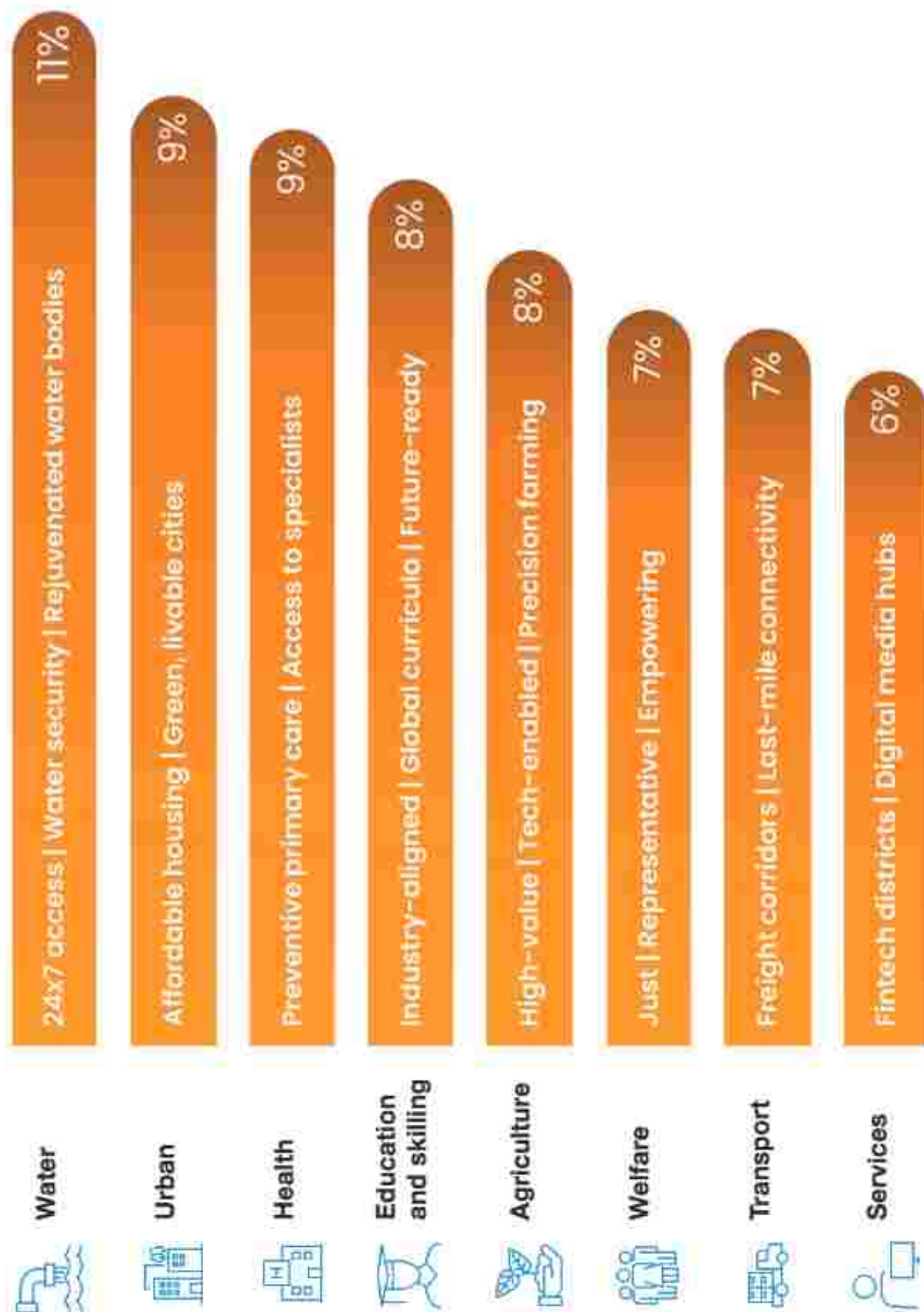
- B. **Ensuring equitable sectoral growth enabled by productivity gains:** The PCI in industry and services sectors is 4.5 and 6.5 times higher than that in agriculture. Opportunity to enable shift towards higher-earning sectors like industry/ services and enhance income in agriculture and allied sectors by aligning with high-value opportunities and growth trends while also improving productivity.
- C. **Accelerating industrial growth:** The share of industries in the State's GDP has reduced by 5-7 percentage points across regions from FY18-24. Opportunity to increase attractiveness for manufacturing sectors by improving ease of doing business, reducing the cost of business and increasing access to skilled talent.
- D. **Facilitating job creation:** To raise labour force participation rate (LFPR) to 80% from current 64%, 10-12L jobs need to be created annually. Two critical shifts are taking place: increase in women's LFPR from 44% to 76%+ adding ~125L women in the workforce by 2047; transition from farm to non-farm occupations. Opportunity to facilitate women's participation with robust infrastructure and social support and ensure adequate reskilling and integration of farm workers into non farm jobs.
- E. **Improving performance across SDG indicators:** Maharashtra currently ranks 12th among Indian states in NITI Aayog's SDG Index. Opportunity to accelerate efforts to enhance socio-economic outcomes, reduce disparities and achieve holistic human development in line with the sustainable development goals.

Source
 1: Economic survey of Maharashtra 2024-25
 2: Periodic Labor Force Survey 2023-2024 (15-59 years) | Note: Assuming working age between 15-59 years with 64% population in the age group, labor force participation rate at 80% and unemployment at 3.8% by 2047

Methodology and approach

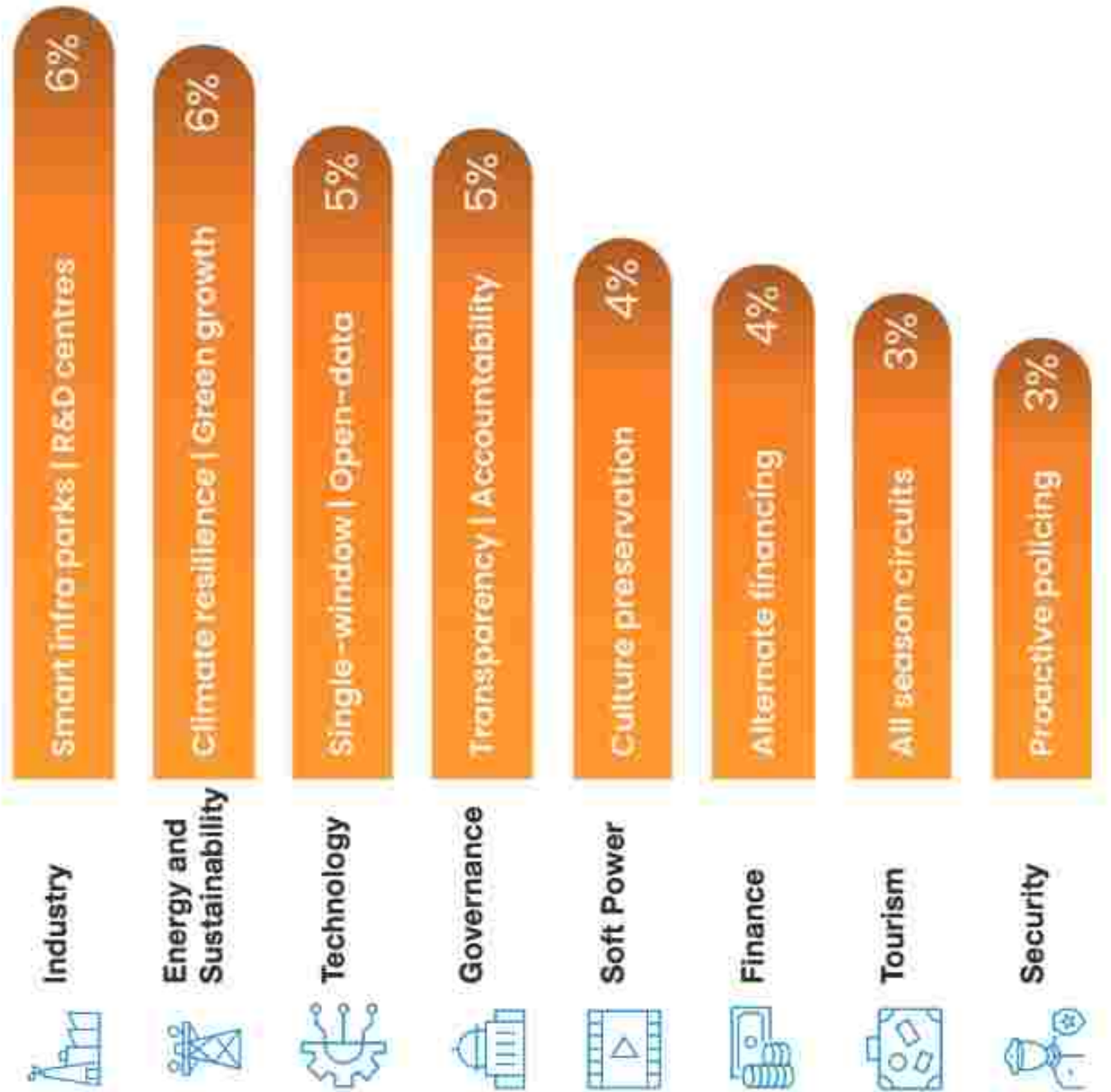
The methodology incorporates diverse perspectives to balance visionary aspirations with the need for efficient, time-bound execution. It emphasises innovative thinking to respond to rapid global and technological changes while maintaining rigorous attention to current realities and challenges.





Voice of citizen

The voice of the citizen, across survey and audio responses, was analysed using AI-based analytics, which helped identify 16 recurring themes at the State and district level. Specific ideas and aspirations of the citizens were also synthesised for each theme and incorporated in the Vision.



VIKSIT MAHARASHTRA FOR VIKSIT BHARAT

BUILDING A USD 5 TN ECONOMY

प्रगतिशील

GROWTH-DRIVEN

Home to the frontier industries and services paving the way for India's economic growth



शाश्वत

SUSTAINABLE

Where sustainability and ecological balance are at the heart of all development





REGIONALLY BALANCED DEVELOPMENT

सर्वसमावेशक **INCLUSIVE**

Where inclusivity and equity empower every individual to thrive, leaving no one behind



सुशासन

GOOD GOVERNANCE

Where good governance fosters trust with transparency and accountability





Growth-driven



Agriculture, Allied Sectors and Rural

Increase farmers' income with climate resilience and achieve rural-urban quality of life parity



Industries

Make and design in Maharashtra for the world with over a third of state's GVA coming from industries sector



Services

Become global leader in new-age finance, frontier technology, media and entertainment



Tourism

Increase average tourist stay and spend enabled by responsible, safe and zero litter tourism

Sustainable



Urban

Make cities slum free, clean, disaster resilient with affordable housing, full employment, easy access to public transport and circularity



Energy and Sustainability

Ensure access to reliable, green and clean power at globally competitive prices, with over a third of the State's land area under green cover



Water

Provide access to safe water for all, enabled by conservation and reuse



Transport and Logistics

Ensure reliable, safe and seamless multimodal connectivity for passengers and freight

Inclusive



Education and Skilling

Create global talent hub for inclusive, industry linked education and skilling that fosters learning, innovation and entrepreneurship



Health

Ensure universal access to affordable and quality healthcare and reduce premature mortality by a third



Welfare

Ensure socio-economic parity and equal opportunities for marginalized social groups



Soft power

Attain global recognition for heritage, culture, cinema, language and sports

Good governance



Governance

Ensure minimum government and maximum governance



Technology

Leverage technology for effective governance



Security

Ensure security, safety and disaster resilience for every citizen in the state



Finance

Ensure a sustainable fiscal path through prudent fiscal management and alternate financing models



Summary of 16 themes

- 1. AGRICULTURE, ALLIED SECTORS AND RURAL:** Maharashtra aspires to increase its agricultural GDP from USD 55Bn to USD 500Bn (10% CAGR), attracting investments of USD 700Bn. This will be enabled by 7 initiatives – create 10-15 integrated crop value chains, increase aquaculture output to 6MMT, develop 1000 livestock development centres, and equip rural areas with urban-like civic amenities.
- 2. INDUSTRIES:** Maharashtra aspires to increase its industrial GDP from USD 123Bn to USD 1,500Bn (11% CAGR), attracting investments of USD 4,600Bn. This will be enabled by 7 initiatives – develop 20+ autonomous industrial townships, integrate value chains for 24 high-potential sectors, undertake drastic deregulation, build an enabling ecosystem for MSMEs, innovation and sustainability.
- 3. SERVICES:** Maharashtra aspires to increase its services GDP from USD 312Bn to USD 3000Bn (10% CAGR), attracting investments of USD 8500Bn. This will be enabled by 8 initiatives – transform MMR into a USD 600Bn+ global fintech hub and Mumbai/ Pune into a USD 50Bn+ media-tech-AVC hub, develop an Innovation City, deep-tech-AI ecosystem with 9-10 translational-CoEs, GCC parks and data centres.
- 4. TOURISM:** Maharashtra aims to increase the tourist footfall from 16Cr to 36Cr+. This will be enabled by 5 initiatives – develop 5 end-to-end tourism circuits, promote sustainable/responsible tourism, launch a global marketing campaign and attract private investments to develop destinations in a mission mode.
- 5. URBAN DEVELOPMENT:** Maharashtra is projected to have 70% urban population, contributing to 75-80% of State GDP. To ensure growth, liveability and sustainability, the State will undertake 6 initiatives – create 10+ empowered regional development authorities, strengthen fiscal autonomy for urban local bodies, develop 50+ mixed-use clusters and 6-7Mn affordable housing units.

6. **ENERGY AND SUSTAINABILITY:** Maharashtra aspires to attain a 75% clean energy mix, offering reliable power at globally competitive prices, reducing AT&C losses to 2%. This will be enabled by 7 initiatives – invest in renewable energy, modernize the grid for flexibility and resilience and lead in nuclear energy. Maharashtra will attain 33% green cover, and scale decarbonisation, green mobility and circularity.

7. **WATER:** The State endeavours for water availability of >53LPCD in rural areas, >135LPCD in urban areas, 65% gross irrigated area and 80% water reuse. This will be enabled by 5 initiatives – integrate water resource management, enhance water use efficiency via micro-irrigation, modernise storage, digitise supply chain.

8. **TRANSPORT:** Maharashtra aims for seamless multi-modal connectivity for passengers and freight. This will be enabled by 7 initiatives – develop 6000 km+ expressway network, 4-6 additional connections of dedicated freight corridors and high-speed rail networks. Maharashtra will scale containerised port capacity to handle 25-30% of India's trade and integrate transport-logistics planning.

9. **EDUCATION AND SKILLING:** Maharashtra aspires to achieve 100% foundational literacy and numeracy, with 80%+ placement for graduates. This will be enabled by 10 initiatives – for school education, enhance teaching capacity, infrastructure and curriculum. For higher education, establish self-sustaining edu-cities, accelerate research. For skilling, align with industry through data-led workforce planning.

10. **HEALTH:** The State's life expectancy will increase from 75 to 85+. This will be enabled by 6 initiatives – expand primary, secondary and tertiary health facilities for last-mile access to doctors, medicines, diagnostics, scale insurance coverage, community-led preventive care and universal screening for non-communicable diseases. The State will build 5 Medi-cities and a data-stack for medical research.

11. **WELFARE:** Maharashtra aspires to empower and uplift all marginalised groups, enabled by 6 initiatives – ensure universal access to quality education and health, provide dignified employment and secure housing and civic amenities. The State will empower women, increasing female labour force participation from current 44% to 70%+, and drive economic and social integration for senior citizens.



12. **SOFT POWER:** Maharashtra aspires for 15+ UNESCO recognitions, 35+ Olympic/Paralympic medals and global recognition for its culture, cinema and language. This will be enabled by 5 initiatives - elevate protected monuments into global landmarks, revitalise living arts by setting up performing-arts campuses, launch cultural festivals, attain world-class status for film cities and enrich sports talent.

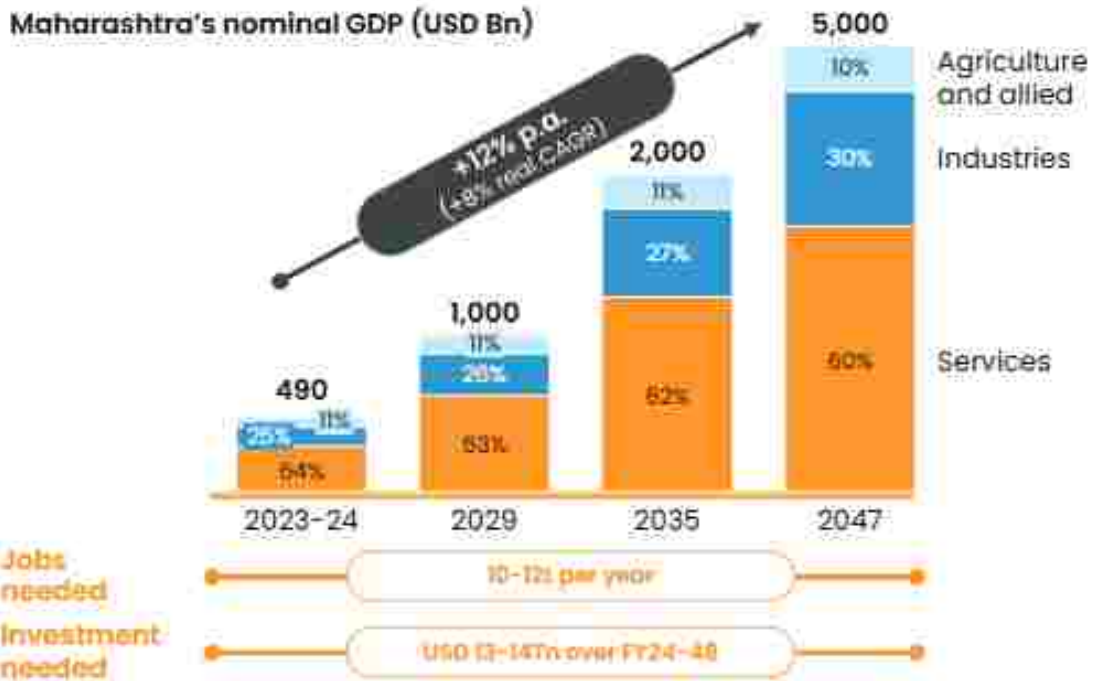
13. **GOVERNANCE:** Maharashtra aspires for high citizen and workforce satisfaction. This will be enabled by 7 initiatives - redesign State organization as per economic and social needs, transform recruitment to retirement journey, improve citizen- and business-centricity via AI/tech-enabled and private-sector-led service delivery.

14. **TECHNOLOGY:** The State will undergo a technological transformation, enabled by 4 initiatives - create a robust digital infrastructure (data centres, data lake), and sector-specific DPI (e.g., agri-stack, health-stack) that private sector can leverage for scalable, AI-led innovation for citizens, businesses & governance.

15. **SECURITY:** Maharashtra aims to increase crime detection and conviction rates to 95% (from 60% and 45% currently) and strengthen disaster resilience. This will be enabled by 9 initiatives - deploy tech-driven policing and investigation units, set up district/city emergency operation centres, and use predictive analytics.

16. **FINANCE:** Maharashtra aims to follow a sustainable fiscal path in its 2047 journey. This will be enabled by 3 initiatives - rationalise expenditure and modernise revenue systems, ensure performance-linked budgeting and leverage alternative financing sources for State projects.

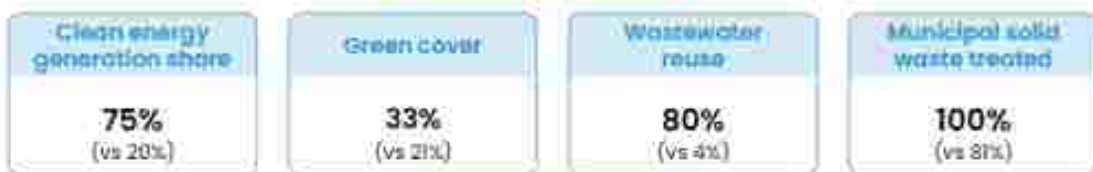
100 Initiatives of Maharashtra for **100** years of India's independence



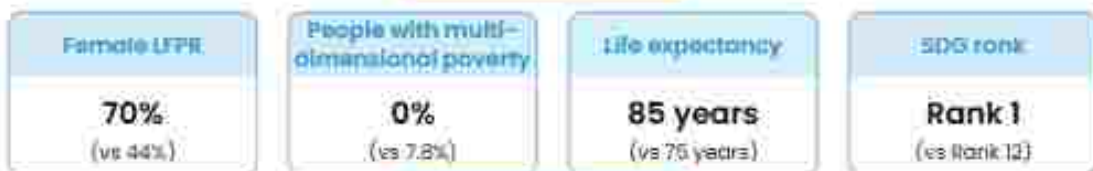
Growth-driven



Sustainable



Inclusive



Good governance





Key shifts

The Vision aims to unlock accelerated private sector growth and investments enabled by following reforms:

- **Drastic improvement in ease and cost of doing business** with comprehensive deregulation, labour & land reforms and globally competitive cost of power
- **Enhanced land use efficiency** with densification and transit-oriented development enabled by flexible, mixed-use planning
- **At-scale research and development** for India's global leadership in industry-linked innovation, co-led by the government and private sector
- **Focus on sunrise and high value sectors** to boost employment and income, and enable global leadership for Swadeshi industries and entrepreneurs
- **Leadership in technology and AI-based innovation** across sectors, enabled by locally designed and developed deep-tech ecosystems

In parallel, the State will also ensure transparent and efficient social investments:

- **Transparent and efficient social safety nets** leveraging digitalised single-eligibility registry of citizens and direct benefit transfers
- **Outcome-linked budgeting and funding** for welfare schemes, education and health institutions
- **Deep integration of climate resilience** across domains by focusing on green power, material circularity and sustainable practices

All of the above will be enabled by reimagining the government's role and service delivery mechanisms:

- **Single and digital source-of-truth** with complete integration of all government data into a unified data lake accessible across all departments
- **Evidence-based governance** with KPI-linked performance management and outcome-linked decision making enabled by real-time data visibility and AI
- **Future-fit and agile department structures** with greater inter-departmental coordination for end-to-end accountability and coordinated effort
- **Tech-enabled and private sector-led service delivery** with the government retaining regulatory responsibility and focusing on its developmental role

To ensure effective governance of this vision, a Viksit Maharashtra Vision Management Unit (VMU) will be constituted under the leadership of the Hon'ble Chief Minister. The VMU will ensure that this Vision document will serve as the guide for all future policies and endeavours of the State.

Maharashtra's 100 initiatives for India's 100 years of Independence

Growth-driven	
Agriculture, Allied Sectors and Rural	<ol style="list-style-type: none"> 1. Build integrated value chains for 10-15 high-value crops 2. Launch mission to 10x marine and fish production to 6MMT 3. Boost dairy and animal husbandry to uplift farmer earnings 4. Accelerate AI-led agri-tech and research innovation 5. Unlock farmer prosperity through robust FPOs and contract farming 6. Enhance agricultural sustainability and nutritional sufficiency 7. Transform 28,000-gram panchayats into self-reliant prosperous centers with diversified livelihoods, modern amenities and upgraded civic services
Industries	<ol style="list-style-type: none"> 8. Create 20+ fully autonomous industrial townships, attracting private investments through 'Invest Maharashtra' 9. Integrate value chains for 24 focus sectors 10. Strengthen MSMEs through a dedicated Commissionerate; unlock credit and exports 11. Drive 'Emerging Districts Industrial Development' mission 12. Become the R&D capital of India for 24 focus sectors 13. Drive sustainable manufacturing and decarbonization across sectors 14. Launch independent deregulation commission
Services	<ol style="list-style-type: none"> 15. Make MMR a USD 600 Bn+ global fintech and financial services hub 16. Establish Mumbai-Pune as a USD 50 Bn+ global hub for media-tech, AVGC 17. Leverage GCCs to establish strategic value chains, employing 3Mn+ people 18. Build India's largest deep-tech ecosystem with 50K+ patents 19. Build 30-40 GW data centre capacity powered by green energy 20. Scale 5 Mn+ retail & trade MSMEs through digital tool adoption, exports 21. Empower Maharashtra's entrepreneurship ecosystem and create 5L+ rural entrepreneurs 22. Establish a separate Commissionerate for services sector
Tourism	<ol style="list-style-type: none"> 23. Develop eight tourism themes with focus on five priority tourism circuits 24. Establish Circuit Management Organizations (CMOs) for end-to-end tourism circuit development 25. Align policies and institutions to sustain >75% private investment in tourism infrastructure 26. Launch a global branding campaign to build an iconic tourism identity 27. Digitize travel and develop a tourism data ecosystem



Sustainable	
Urban	<p>28. Create and institutionalize 10+ empowered Regional Development Authorities (RDAs), and autonomous ULBs with full funding roadmap for integrated urban growth</p> <p>29. Create 30+ well-planned, mixed-use urban clusters anchored on region-wise urban economic drivers</p> <p>30. Enable systematic densification of urban centers via transit-oriented development, cluster and slum redevelopment</p> <p>31. Enable construction of 6-7 Mn affordable housing units with 20-30% as rental units</p> <p>32. Roll out 1100-1200 km of metro / mass rail-transit system and 30K-60K clean energy buses</p> <p>33. Implement a state-wide urban green mission</p>
Energy and Sustainability	<p>34. Establish Maharashtra as Asia leader in clean energy adoption</p> <p>35. Build the grid-of-the-future – flexible, reliable and efficient with prosperous utilities</p> <p>36. Launch Maharashtra's Advanced Nuclear Mission</p> <p>37. Develop Maharashtra as world's leading green molecule export hub</p> <p>38. Establish Maharashtra as global innovation exporter of clean energy</p> <p>39. Build climate resilient forest ecosystems with at least 33% green cover</p> <p>40. Chart the path to net-zero led by green mobility, biofuels and circularity</p>
Water	<p>41. Ensure drinking water access from tap for all households</p> <p>42. Expand irrigation coverage enabled by micro-irrigation and modernization of water storage structures</p> <p>43. Ensure equitable water access across river basins to balance demand and supply of water</p> <p>44. Implement water recycling and reuse across sectors in Maharashtra</p> <p>45. Build self-sustainable water utilities through appropriate pricing and digital governance</p>
Transport and Logistics	<p>46. Build a 6000 km+ expressway network</p> <p>47. Transform Maharashtra's roads with Amritkal Raste Vikas</p> <p>48. Deploy 27K clean-energy buses and modernize bus infrastructure in rural areas</p> <p>49. Develop Maharashtra as India's 350Mn+ passenger aviation ecosystem</p> <p>50. Expand dedicated freight corridors and high/semi-high speed rail networks</p> <p>51. Make Maharashtra India's \$2.5-3 Tn merchandise trade gateway via containerized port economy</p> <p>52. Establish a unified authority for integrated transport and logistics</p>

Inclusive	
Education and Skilling	<ul style="list-style-type: none"> 53. Improve learning outcomes for government run schools 54. Provide inclusive, high-quality higher education through transformation of state public universities 55. Establish industry integrated research and innovation CoE in 8-10 universities and institutions 56. Build 8-10 Edu Cities to attract Indian and International students 57. Deliver demand-driven skilling and education based on employment market intelligence 58. Equip Maharashtra's youth through industry-led and outcome-oriented skilling and education 59. Empower marginalized groups, women and persons with disabilities via tailored skilling 60. Foster innovation in Maharashtra's entrepreneurial and industrial landscape 61. Make Maharashtra India's biggest contributor to the global people supply chain through G2G enabled partnerships 62. Implement outcome linked funding across the education to employment pipeline
Health	<ul style="list-style-type: none"> 63. Transform primary health via comprehensive Ayushman Arogya Mandirs with last-mile access 64. Encourage community-driven preventive and promotive care, increase screening and diagnostics for NCDs, CDs and reproductive health 65. Ensure equity, accessibility, and high quality of tertiary healthcare for every citizen 66. Reduce out-of-pocket expenditure to ensure affordability of good quality healthcare 67. Establish 4-5 Medi-cities as ecosystems of specialty care and research 68. Launch Cradle-to-Grave Health Technology Mission, facilitating evidence-based policymaking
Welfare	<ul style="list-style-type: none"> 69. Unlock full potential of women's contribution to economy and society 70. Guarantee a safe and nurturing environment for all children 71. Empower tribal citizens to achieve zero poverty and thriving livelihoods 72. Catalyze inclusive development of SC, OBC, VJNT and Other Minorities and bridge caste gaps 73. Enable an inclusive future for persons with disabilities 74. Ensure senior citizens lead healthy, secure and dignified lives
Soft Power	<ul style="list-style-type: none"> 75. Elevate all State protected monuments into global landmarks with smart tech and livelihood opportunities 76. Revitalize Maharashtra's living arts with a cultural grid putting Marathi art, music, dance and theatre on the world stage 77. Revamp film cities to world-class status and organize international film festivals 78. Empower Marathi as a modern, inclusive language for culture and knowledge 79. Accelerate 'Mission Lakshyavedh' to secure 15 Olympic and 20 Paralympic medals for Maharashtra by 2047



Good governance	
Governance	<ul style="list-style-type: none">80. Ensure a future-fit government operating model, structure and staffing81. Ensure best-in-class recruitment to retirement for employees82. Equip and measure government employees to deliver KPI-linked outcomes with targeted capability building83. Digitalize 100% citizen services for a single-click, auto-triggered and proactive governance from womb-to-tomb84. Institutionalize 2-way citizen engagement for participatory governance85. Deregulate and digitize policy and compliances, compatible with emerging priorities
Technology	<ul style="list-style-type: none">86. Create an integrated and cyber-secure data lake and tech-stack87. Establish advanced technology infrastructure for the state88. Build sector-specific digital public infrastructure
Security	<ul style="list-style-type: none">89. Accelerate implementation of updated criminal law codes90. Institutionalize structural shifts in Maharashtra's security and justice systems91. Drive a dedicated mission to effectively manage crimes occurring in Maharashtra92. Build a highly motivated, performance-driven, future-ready and trusted police force93. Increase technology adoption for smart policing and justice delivery94. Strengthen response capacities to make Maharashtra disasters resilient95. Advance Maharashtra's disaster readiness with real-time, all-inclusive early warning and risk intelligence96. Safeguard habitations, assets, critical infrastructure and services97. Mainstream disaster resilience into developmental agenda for sustainability
Finance	<ul style="list-style-type: none">98. Create fiscal space with performance-linked expenditures and re-designed revenue models99. Deepen access to alternative capital and drive asset monetization strategy100. Build robust institutional framework for PPP and finance planning capability across stakeholders

Chapter Mapping

GROWTH-DRIVEN	
Agriculture, allied sectors and rural	Agriculture, Animal Husbandry-Dairy-Fisheries, Cooperatives & Marketing, Food and Civil Supplies, Rural Development
Industries	Industry, Labor, Mining, Textile Industry
Services	Industry, Labor
Tourism	Tourism

SUSTAINABLE	
Urban	Urban Development 1, Urban Development 2, Housing
Energy and Sustainability	Energy, Revenue, Forests, Environment and Climate Change
Water	Water Resources, Water Supply and Sanitation, Soil and Water Conservation
Transport & Logistics	Public Works, Transport-Aviation-Ports

INCLUSIVE	
Education and Skilling	School Education, Higher and Technical Education, Skill Development
Health	Public Health and Family Welfare, Medical Education and Research, Food and Drug Administration
Welfare	Social Justice, Tribal Development, Other Backward Classes Sahujan Welfare, Women and Child Development, Disability Welfare, Minority Welfare
Soft power	Cultural Activities, Sports, Marathi Language

GOOD GOVERNANCE	
Governance	GAD, Administrative Reforms and Innovation, Information and Public Relations, Raajshishtachar, Planning, Finance
Technology	Information and Technology
Security	Home, Disaster Management, Law and Justice
Finance	Finance, Planning, Revenue (Registration and Stamps), State Excise

THEME-WISE VISION

A. GROWTH-DRIVEN

01

Agriculture, Allied Sectors and Rural

02

Industries

03

Services

04

Tourism

B. SUSTAINABLE

05

Urban

06

Energy and Sustainability

07

Water

08

Transport and Logistics

C. INCLUSIVE

09

Education
and Skilling

10

Health

11

Welfare

12

Soft Power

D. GOOD GOVERNANCE

13

Governance

14

Technology

15

Security

16

Finance



GROWTH-DRIVEN

Themes and corresponding departments

1

AGRICULTURE, ALLIED SECTORS AND RURAL

- Agriculture
- Animal Husbandry-Dairy-Fisheries
- Cooperatives & Marketing
- Food and Civil Supplies
- Rural Development

2

INDUSTRIES

- Industry
- Labor
- Mining
- Textile Industry



3

SERVICES

- Industry
- Labor

4

TOURISM

- Tourism



1 AGRICULTURE, ALLIED SECTORS AND RURAL

Increase farmers' income with climate resilience and achieve rural-urban quality of life parity

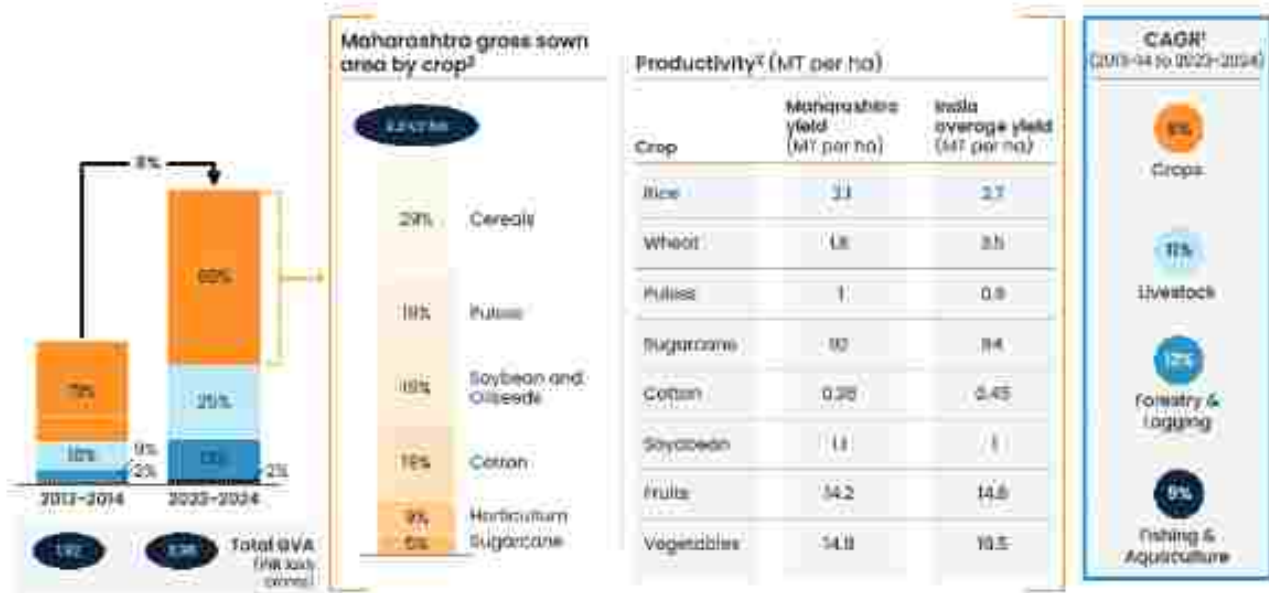
Maharashtra aspires to increase its agricultural GDP from USD 55Bn to USD 500Bn (10% CAGR), attracting investments of USD 700Bn. This will be enabled by 7 initiatives - create 10-15 integrated crop value chains, increase aquaculture output to 5MMT, develop 1000 livestock development centres, and equip rural areas with urban-like civic amenities

Maharashtra's achievements

Maharashtra's agriculture sector is a cornerstone of the State's economy employing 42.5%² of the State's workforce and contributing 11% to the State's GVA at INR 4L Cr³ with an 8% growth from FY14-FY24 (refer Exhibit 1):

- **Leader in India's agri-food exports** in FY23 with an 11% share, shipping 34L tons valued at INR 0.47L Cr⁴.
- **India's top producer of grapes, pomegranates and onions**, accounting for 43% of India's horticulture exports⁵.
- **India's second-largest soybean producer**, contributing 40% to India's output, playing a pivotal role in supporting country's domestic self-sufficiency⁶.
- **India's first State to implement blockchain-based warehouse receipts** and instant pledge loan disbursements.

EXHIBIT 1: Maharashtra's growth and bifurcation of GVA across agri and allied sectors⁸



Source:
 1. PLFS 2023-2024
 2. Economic Survey of Maharashtra 2024-2025
 3. Source: Department of Agriculture, Government of Maharashtra
 4. Economic Survey of Maharashtra 2024-25: Economic Advisory Council Report for Maharashtra, 2023
 5. Note: Per capita refers to the earning for the working population (15-29 years) in agriculture
 6. Maharashtra Agriculture Census 2021-22

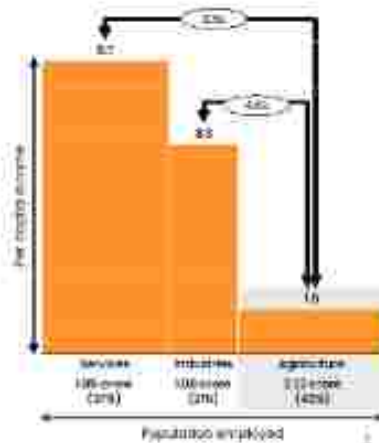
Key opportunity areas

Despite a great starting point and employing nearly half the State's workforce, farmers earn just INR 1.79L per capita⁷, far less than those in industry (4.5x) and services (6.8x). This highlights the sector's low income-generating capacity despite its disproportionate role in employment. Additionally, farmer incomes also vary widely by district ranging from INR 1.06L to INR 4.41L⁸ (refer Exhibit 2), reflecting differences in land size, productivity, crop selection, and market prices.

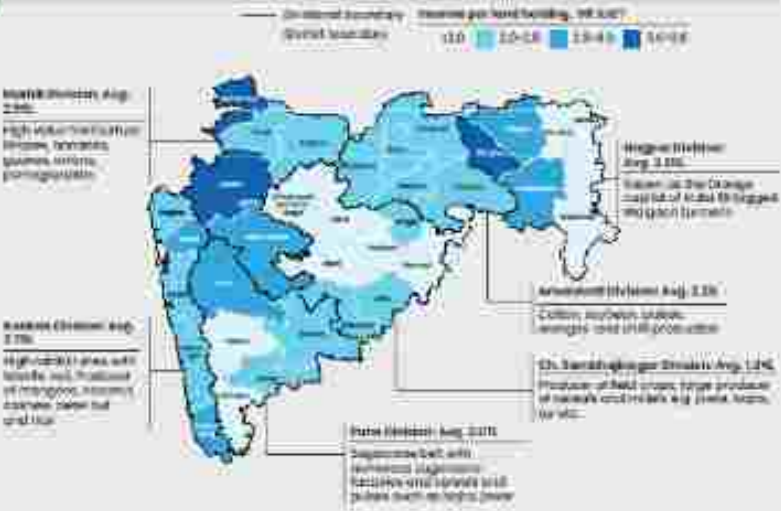
EXHIBIT 2: Low per capita income vs other sectors, with disparities across districts

Lower per capita income as compared with other sectors

Per capita income (₹ lakhs) and workforce employed across sectors



Significant variations in per capita farmer income across districts



Below are the opportunities for targeted interventions:

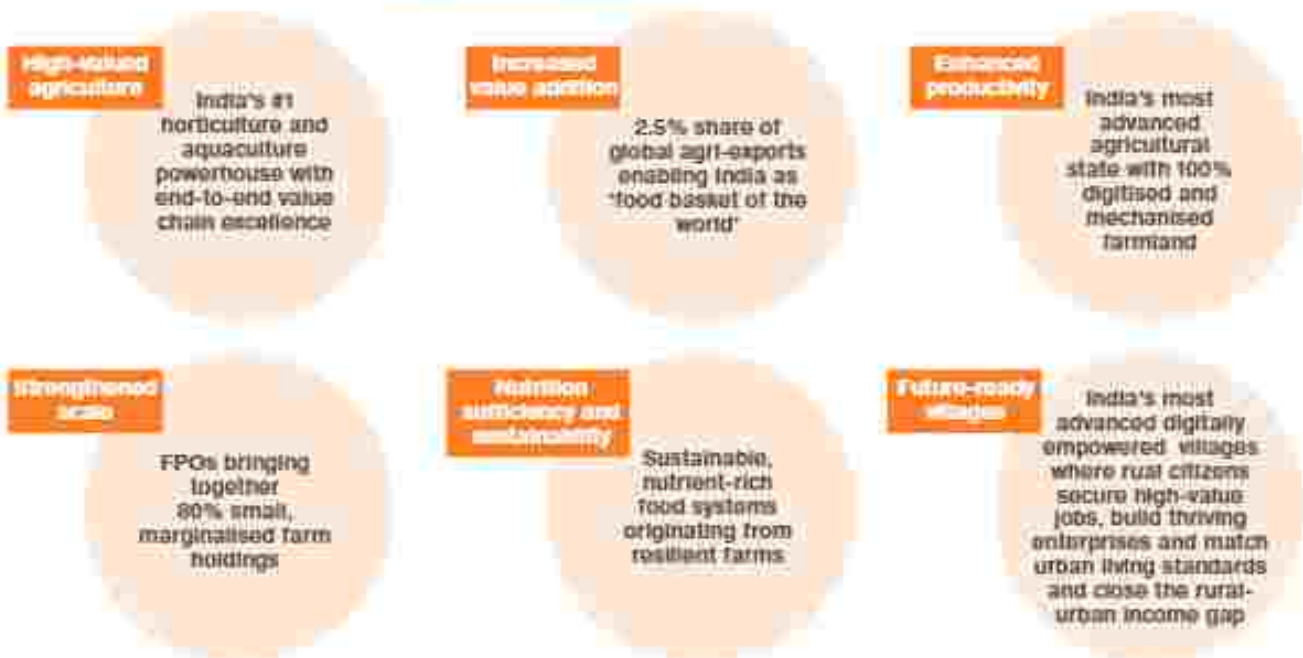
- A. Unlock diversification:** Majority of sown area (67%)¹ under low-income crops; agri-allied activities contribute just 27%² of output GVA. Opportunity to diversify crop mix and boost allied sectors, aligning with global trends
- B. Boost agro-processing:** Food processing industry contributes only 2% to state's overall GVA³; opportunity to boost value addition by expanding cold-chain & logistics infrastructure and adopting advanced processing technologies.
- C. Improve productivity:** Average yields for rice, wheat, and cotton lag national averages, due to limited irrigation coverage (44% vs. 56% nationally) and suboptimal input quality; opportunity to boost productivity through expanded irrigation, better inputs and greater adoption of technology
- D. Group farmers through FPOs to unlock scale benefits:** Small and marginal land holdings have risen by ~3%⁴ between 2015-16 and 2021-22, with over 50% of farmers holding less than 1.3 ha; opportunity to leverage FPOs and unlock greater collective bargaining strength and scale technology adoption for farmers.

Source:
1. Maharashtra Agriculture Census 2011-22
2. Economic Advisory Council 2022
3. Economic Survey of Maharashtra 2024-2025
4. Water Resources Department, Government of Maharashtra
5. Maharashtra Agriculture Census 2015-2016 and 2021-2022

- E. **Capture share in high potential markets:** Maharashtra captures a modest share of rising agri-food trade; opportunity to further scale export clusters, brand GI products and deepen domestic institutional sales to increase the State's presence in domestic and international markets
- F. **Bridge the rural-urban income aspiration divide:** Although villages house 50+% of the State population, average rural Monthly Per Capita Expenditure (MPCE) is just INR 4145,¹³ only half the urban level; Opportunity to lift rural incomes to urban parity through upgraded village infrastructure, safety net provision and skilling and employment in high-demand industry and services trades

Accelerated expansion efforts for industries and services along with focused drive towards value added activities will lead to an inclusive transition of agricultural workforce towards other sectors. This trend coupled with the diversification of agricultural opportunities towards high-value activities will enable sustained growth in agricultural incomes

Vision and outcomes



Source:
13. PFE, Ministry of Statistics & Programme Implementation

To achieve the above, the State will track the following metrics:

Themes	Metric	MH Current	India Current	2029	2035	2047
Farmer incomes	Farmer per capita income (USD K) ¹⁴	3	NA	6	12	30
Diversity to high-value commodities	Yield of horticulture (MT/ha) ¹⁵	14.5	12.5	20	50	100
	Potential utilised of brackish waters for aquaculture (%) ¹⁶	2%	12.9%	15%	35%	60%
	Average milk production (kg/ animal/ day) ¹⁵	6.1	5.6	8	12	25
Enhanced productivity	Farm mechanization (kW/ha) ²	1.5	2.5	5	20	>40
	Post harvest losses (%) ³	5-10%	5-15%	<5%	<4%	<3%
Strengthened aggregation	Farmers organised through FPOs/ co-operatives (%)	Not tracked	Not tracked	30%	40%	60%
	Farmers with institutional credit (%) ¹¹	<40%	Not tracked	50%	70%	90%
Future-ready villages	Rural to urban per capita income (%) ¹¹	65%	42%	70%	80%	90%
	Average Panchayat Advancement Index score for Maharashtra ¹⁶	58	44	75	85	>80
	Women, youth and tribal specific cooperative societies	Not tracked	Not tracked	1,200	1,850	2,550

Source

14: Note: Figures are not adjusted for depreciation, reported based on nominal GDP estimates

15: Department of Animal Husbandry and Dairying; Department of Agriculture, Forest Information Bureau, FY12

16: State of Devotion to Farmers in States 2024 Report





Key initiatives

01

Build integrated value chains for 10-15 high-value crops

02

Launch mission to 10x marine and fish production to 6MMT

03

Boost dairy and animal husbandry to uplift farmer earnings

04

Accelerate AI led agri-tech and research innovation

05

Unlock farmer prosperity through robust FPOs and contract farming

06

Enhance agricultural sustainability and nutritional sufficiency

07

Transform 28,000 gram panchayats into self-reliant prosperous centers with diversified livelihoods, modern amenities and upgraded civic services

1. Build integrated value chains for 10-15 high-value crops

Objective: Propel growth of select high-value crops by transforming the entire value chain and establish Maharashtra as global leader in these crops.

Key elements:

- 1.1 **Focus on high-potential crops** e.g. onion, banana, orange, pomegranate, grapes, mango, guava, oilseeds, turmeric, pulses and custard apple.
- 1.2 **Build integrated value chains basis crop cluster plans, converging existing schemes, to focus on infrastructure** (refer Exhibit 3):
 - 1.2.1 Enhance productivity via improved inputs and precision planning.
 - 1.2.2 Strengthen storage, warehousing, and logistics
 - 1.2.3 Expand agro-processing and downstream opportunities
 - 1.2.4 Deepen market linkages and drive export readiness with focus on underserved talukas and sub-markets; develop global market hubs
 - 1.2.5 Introduce a framework to promote healthy competition among

- Agricultural Produce Market Committees (APMCs) and ensure 100% block chain integration between APMC and markets
- 1.3 **Enable global brand creation:** Incentivize and enable co-operatives and private enterprises to aggregate supply, scale exports and build globally recognized Maharashtra State Agricultural Marketing Board (MSAMB) brands for certified, traceable produce

EXHIBIT 3: Learnings from New Zealand's global kiwifruit leadership



2. Launch mission to 10x marine and fish production to 6MMT

Objective: Boost inland, marine and brackish water aquaculture production to make Maharashtra a leading exporter

Key elements:

- 2.1 **Identify area-based clusters** for inland, brackish water and marine zones for targeted interventions
- 2.2 **Initiate a dedicated inland fisheries mission:**
- 2.2.1 Drive pond renovation, cage culture and recirculating systems.
 - 2.2.2 Apportion dam and reservoir zones for cooperative-led cage culture to unlock scale driven productivity
 - 2.2.3 Roll out productivity toolkits and value-chain services tailored to freshwater farmers.
- 2.3 **Enhance productivity with a sustainable and responsible approach:**
- 2.3.1 Rapidly scale high-yield, disease-resistant species e.g. catfish, pangastus, and seaweed through advanced breeding techniques, genetic improvements and best practices tailored for inland.

Develop state-of-the-art hatcheries, nurseries, grow-out facilities and deploy AI, IoT, and real-time management for water quality, feeding, and disease monitoring

- brackish and marine systems
- 2.3.2 Sustain stock regeneration by encouraging larger mesh sizes to prevent juvenile fish and fingerlings from being caught
- 2.3.3 Prioritize mud-crab cultivation in mangrove zones to secure strong yields while protecting ecosystems and boosting export potential
- 2.3.4 Expand aquaculture of oysters, clams and seaweed, shifting from wild capture to sustainable culture to meet market demand
- 2.3.5 Develop state-of-the-art hatcheries, nurseries, grow-out facilities and deploy AI, IoT and real-time management for water quality, feeding, and disease monitoring
- 2.4 **Conserve indigenous species and biodiversity:** Establish brood banks and gene pools; incentivize farmers to rear native species alongside exotics to protect genetic diversity
- 2.5 **Strengthen cold-chain logistics:** Establish well-equipped landing centers, ice plants and refrigerated transport corridors to move fresh catch swiftly from shore to processing hubs and export terminals
- 2.6 **Promote value addition:** Expand ready-to-cook, seaweed bioproducts and ornamental-fish units to lift margins and diversify export baskets

3. Boost dairy and animal husbandry to uplift farmer earnings

Objective: Transform dairy, poultry and animal husbandry from subsistence to scalable, commercially viable enterprises by building integrated ecosystems

Key elements:

- 3.1 **Build 1000 Livestock Development Centers (LDC) to enable integrated dairy ecosystems:**
 - 3.1.1 Promote breed improvement, especially higher-yield, feed-efficient buffaloes, through advanced genetics, gene editing, 100% artificial insemination with high-variety sex sorted semen
 - 3.1.2 Develop rural dairy ecosystems with integrated services, modern infrastructure, fodder development and value-added processing
 - 3.1.3 Deploy mobile vet clinics, e-health tele-consults and state-wide vaccination and bio-security drives; train a para-vet cadre to provide 24x7 doorstep service and focus on eradicating select diseases (e.g., Foot and Mouth Disease)
- 3.2 **Grow mechanized poultry enterprises:** Scale mechanized and integrated poultry enterprises by promoting contract farming, private investments, and cohesive value chains.
- 3.3 **Scale safe, value-added meat supply chains:** Develop hygienic slaughter houses, ensure adequate cold-chain/processing infrastructure and facilitate export-compliant certification & branding to capture premium domestic and global meat markets
- 3.4 **Embed circular & climate-smart practices:**
 - 3.4.1 Incentivise biogas digesters, solar-powered milking machines, manure-to-compost units and compressed bio-gas plants to cut emissions and unlock additional revenue streams
 - 3.4.2 Channel crop residues and agro-processing by-products into fortified feed blocks and silage to strengthen fodder security



4. Accelerate AI led agri-tech and research innovation

Objective: Make Maharashtra a global leader in agricultural innovation by accelerating agri-tech adoption, strengthening R&D and driving productivity gains across the value chain

EXHIBIT 4: Model farm with tech-enabled farm, processing & packaging practices

01

Planting

- Cycle soil yield map to determine planting pattern
- Remote controlled GPS enabled seeding machines
- Heavy machinery to ready the field
- Optimization of yield and efficiency through lean and advanced analytics
- Drones monitoring planting operations



06

Pre-season planning

- Satellite imaging and ML based weather forecast for seed selection and terrain mapping
- Info from agri-stack on crop cycles, commodity volatility, etc.

05

Logistics

- GPS tracking and geospatial route optimization for trucks and machinery
- QR Codes, RFID, GPS for effective tracking from farm to market



02

Digital control tower

- Integration of all value chain data into a single data lake / platform
- End-to-end optimization of operations (sales & operations planning, harvesting calendar, logistics and network, etc.)



03

Harvesting

- Drone enabled spraying/irrigation
- Soil testing, fertility prediction and nutrition input planning
- IoT/ satellite enabled hyper-local weather and pest prediction alerts
 - IoT and GPS enabled weed removal and pesticide sprayer
 - GPS enabled remote control harvester
 - Computer imaging-based quality assessment and segregation for increased reliability
 - IoT enabled storage capacity and inventory management



04

Processing & Packaging

- End-to-end tech enabled setpoint optimization increasing throughput, productivity, energy efficiency
- Predictive maintenance based on sensor data



Empower a larger base of farmers with small and marginalized farm holdings via FPOs/ cooperatives/ contract farming models. Evolve the role of FPOs to also focus on processing, storage and collective marketing.

Key elements:

- 4.1 **Accelerate agri-tech adoption across all stages of the value chain** (refer Exhibit 4)
- 4.2 **Build world-class research ecosystem:**
 - 4.2.1 Strengthen State Agriculture Universities, ICAR Institutes and allied research centres with focus on precision agriculture, climate-smart practices and digital innovation; offer competitive grants and faculty exchange programs
 - 4.2.2 Build knowledge and capacity through targeted training programs
 - 4.2.3 Attract private investments and create global partnerships with international agriculture research institutions
- 4.3 **Foster agri-tech innovation:**
 - 4.3.1 Create digital public infrastructure for real-time farmer/holding/ cooperative data enabled with secure, open APIs; minimize onboarding friction. This will enable start-ups to create AI-led advisory/credit solutions
 - 4.3.2 Launch INR 200Cr startup incubator to fast-track scalable solutions
- 4.4 **Create Centralized Market Intelligence Wing:** Provide real-time data, forecasts and data driven interventions to enhance price stability and policy responsiveness.
- 4.5 **Engage youth for value-added growth:** Train and place rural youth in agri-extension, FPO and cooperative management and value-addition start-ups providing seed capital and mentorship to launch their own enterprises

5. Unlock farmer prosperity through robust FPOs and contract farming

Objective: Empower a larger base of farmers with small and marginalized farm holdings via FPOs/ cooperatives/ contract farming models. Evolve the role of FPOs to also focus on processing, storage and collective marketing.

Key elements:

- 5.1 **Enable FPOs to set up storage, processing facilities and alternate selling channels** such as aggregators, retail chains, contract farming etc.
- 5.2 **Build capacity of FPOs to support their scaling:** Enhance leadership capacity of FPOs to enable greater aggregation for scalable implementation of solutions and better bargaining power
- 5.3 **Integrate FPOs and PACs:**
 - 5.3.1 Establish Primary Agriculture Credit Societies (PACS) in every gram panchayat; ensure end-to-end computerization through e-PACS
 - 5.3.2 Facilitate collaboration between FPOs and PACS to combine financial services, infrastructure, and collective marketing, enhancing credit access and market opportunities

Source
17 MSC – Maharashtra
State Cooperative Bank;
DCCB – District Central
Cooperative Bank

5.4 Facilitate tech-enabled, need-based credit disbursement:

- 5.4.1 Enable disbursement of large-scale loan for farmers (up to INR 5L) and FPOs (up to INR 70L) under online pledge loan schemes using a blockchain anchored e-NWR platform for faster, transparent credit
- 5.4.2 Provide flexible, blended-finance solutions tailored to farmer needs backed by verifiable real-time agri data from the agri-sector's digital public infrastructure
- 5.4.3 Expand MSC Bank, DCCBs, and PACS networks with higher deposit mobilization and lending growth¹²

6. Enhance agricultural sustainability and nutritional sufficiency

Objective: Build a digitally integrated, climate resilient, nutrition focused farm ecosystem ensuring universal nutritional security, zero leakage and sustainable supply chains while also protecting Maharashtra's agriculture ecology

Key elements:

- 6.1 **Diversify towards climate resilient and nutrition-focused crops such as millets:**
 - 6.1.1 Launch dedicated "Maharashtra Millet Mission" to position the state as India's millet basket, expand acreage, productivity, processing and global branding
 - 6.1.2 Scale high nutrition pulses, oilseeds, fortified staples, millets to close micronutrient and protein gaps
 - 6.1.3 Introduce heat, drought and flood tolerant varieties of crops and expand weather-index insurance for relief
- 6.2 **Modernize farming practices:**
 - 6.2.1 Implement precision farming to boost resource efficiency e.g., micro and drip irrigation (refer Water chapter) soil and weather based advisory, drone enabled input application
 - 6.2.2 Accelerate organic and natural farming with streamlined certification, ongoing support for bio-inputs and development of model villages showing low-chemical, soil-restoring practices
- 6.3 **Strengthen food safety and quality assurance:** Introduce rapid testing kiosks and handheld scanners to detect adulteration and train farmers in FSSAI standards to boost quality of food
- 6.4 **Create a rural commerce network for organics:** Designate rural fulfilment hubs that handle first-mile aggregation, organic quality testing, warehousing and e-commerce logistics, so certified organic produce and GI-tagged agri-foods reach national and global buyers
- 6.5 **Ensure end-to-end traceability across supply chain enabled by a digital, integrated Public Distribution System (PDS)**
 - 6.5.1 Authenticate farmers biometrically at procurement, issue instant digital payments, e-quality reports and QR coded gunny bags for batch traceability

Build a digitally integrated, climate resilient, nutrition focused farm ecosystem ensuring universal nutritional security, zero leakage and sustainable supply chains while also protecting Maharashtra's agriculture ecology

- 6.5.2 Digitize storage with QR-enabled inventory systems, electronic weighbridges and AI-driven stock forecasts
- 6.5.3 Track transport using GPS-enabled vehicles, route optimization and real-time load sensor monitoring
- 6.5.4 Dispense rations via biometric e-POS, QR based smart cards and live dashboards showing inventory, delivery schedules and beneficiary counts at Fair Price Shops (FPS)

7. Transform 28,000 gram panchayats into self-reliant prosperous centers with diversified livelihoods, modern amenities and upgraded civic services

Objective: Diminish the rural-urban income divide and ensure a quality of life on par with urban areas by creating an inclusive, resilient and self-sustaining rural economy through diversified income sources, world-class physical/digital infrastructure, empowered village institutions and universal social protection

Key elements:

7.1 Modernize village infrastructure to raise quality of life to urban standards:

- 7.1.1 Build 100% all-weather, quality-riding roads that give last-mile access from every farm to the nearest market, with village-to-highway links and green fleet-ready (E+ hydrogen) rural corridors



7.1.2 Ensure that 100% households have climate-resilient pucca homes equipped with clean, good-quality tap water, 24x7 clean electricity, sanitation and digital connectivity

7.1.3 Implement fibre internet in every village office; roll out smart-metered, solar micro-grids so that 75% of villages achieve energy self-sufficiency

7.2 **Universalize social safety nets:** Enrol and educate every rural citizen in health, life, crop, calamity and property insurance and ensure >75% insurance coverage in rural areas; achieve 100% pension inclusion for old-age protection

7.3 **Diversify rural livelihoods and build human capital:**

7.3.1 Focus on skilling and re-skilling in high-demand non-farm trades (such as food processing, technicians); agri-extension

7.3.2 Empower women, youth and tribals to lead cooperatives especially in emerging sectors (e.g. agri-tech, tourism, logistics)

7.3.3 Boost digital & financial literacy by training every household in basic digital skills, online banking, UPI payments, cyber-safety and personal finance using village-level digital sakhi networks



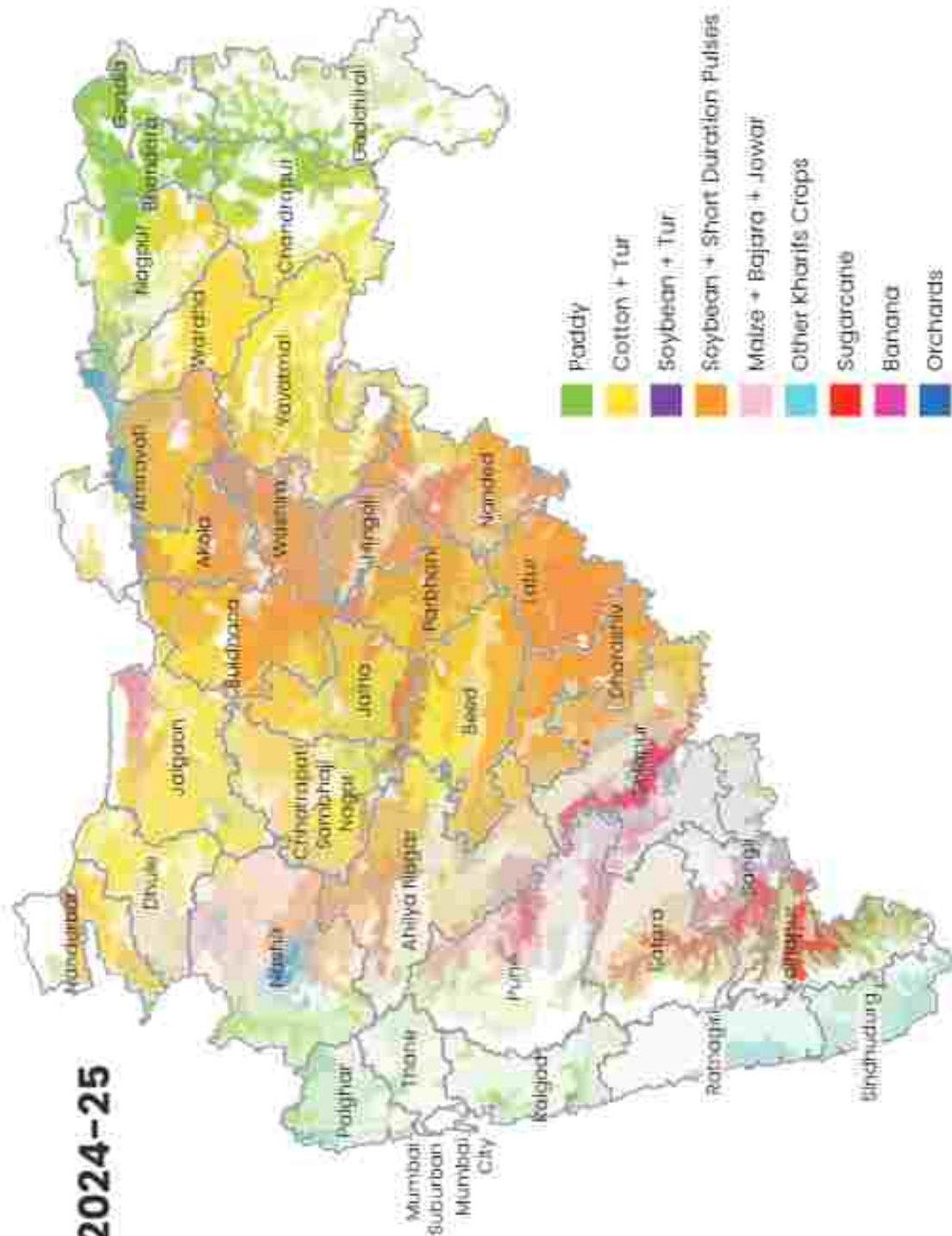


- 7.4 **Democratize access to credit and strengthen cooperative banking:**
Digitalise all Primary Agriculture Credit Societies (PACS) as full-service banks and promote sustainable loan products such as micro lending, enterprise development loans, crop loans etc.
- 7.3 **Promote rural enterprise and market integration:**
 - 7.5.1 Build "Village Commerce Network" as rural fulfilment hubs providing first-mile aggregation, quality testing, warehousing and e-commerce logistics for village artisans and businesses
 - 7.5.2 Organise annual Gram Utsav buyer-seller meets, trade fairs in every block; enable product catalogues and export guidance
 - 7.5.3 Certify GI-tagged crafts and agri processed foods, run multimedia campaigns and facilitate storefronts on major e-marketplaces
- 7.6 **Strengthen service-oriented, accountable Panchayati Raj governance:**
 - 7.6.1 Upskill Panchayat functionaries in data-driven planning, digital finance and citizen engagement so rural services match urban-level standards
 - 7.6.2 Regularly review each village's Panchayat Advancement Index (rural) SDG scorecard)
 - 7.6.3 Unlock, increase own-source revenues for financial self-sufficiency

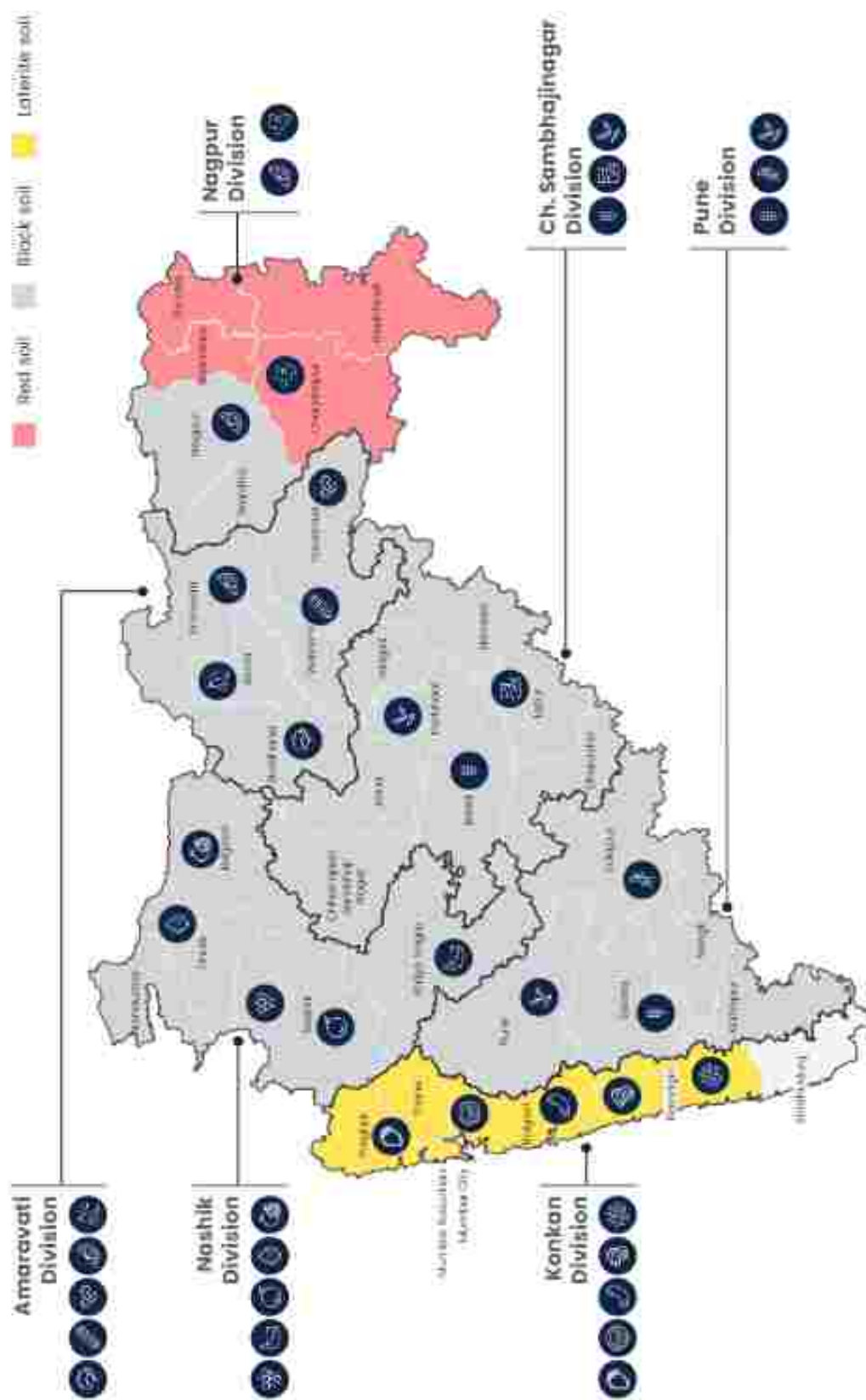
Upskill Panchayat functionaries in data-driven planning, digital finance and citizen engagement so rural services match urban-level standards

Cropping pattern (Crop type)

Kharif 2024-25



Cropping pattern (Division)



Roadmap

TEI 2020	2020-2025	2026-2047
<p>1. Build integrated value chains for 10-15 high-value crops</p> <ul style="list-style-type: none"> Cluster masterplans completed for the first 5-6 priority crops (2026) Develop value chain models (planning, supply chain, processing, branding etc.) for setting up public private partnerships (2027) At least one investor finalized per crop cluster Complete upgradation and creation of warehouses (INR 100 Cr) Logistic parks for cotton and soybean established in Nagpur and Latur respectively Dedicated Agricultural Marketing Policy and PPP framework established 	<ul style="list-style-type: none"> Cluster master plans scaled to 10-15 crops 4 Agro Logistics Hubs at state highways and at Samruddhi Highway nodes established 	<ul style="list-style-type: none"> Maharashtra amongst top 3 producers globally in the 10-15 priority crops 65 new APMCs and 300 submarkets established 100% APMCs fully digitalized
<p>2. Launch mission to 10x marine and fish production to 6MMT</p> <ul style="list-style-type: none"> CArea-based clusters for inland, brackishwater and marine zones mapped (2026) Dedicated inland fisheries mission launched (2026) Dam and reservoir zones apportioned to cooperatives for large-scale cage culture (2028) Hatcheries, nurseries, AI/IoT-enabled growout and seafood processing facilities set up 	<ul style="list-style-type: none"> Annual fish output crosses 3 MMT 	<ul style="list-style-type: none"> Maharashtra achieves 6 MMT annual fish output and ranks among India's leading seafood exporters
<p>3. Boost dairy and animal husbandry to uplift farmer earnings</p> <ul style="list-style-type: none"> 250 LDCs established Breed improvement programs and statewide vaccination drives launched (2026) Mechanized-poultry pilots running under new contract-farming models 	<ul style="list-style-type: none"> 500 LDCs established and operational 	<ul style="list-style-type: none"> 1,000 LDCs fully operational All allied enterprises operate at commercial scale
<p>4. Accelerate AI led agri-tech and research innovation</p> <ul style="list-style-type: none"> All digital platforms (AgriStack, MahaVedh, CropSAP, MahaDBT, Cooperative Stack) integrated into a unified ecosystem for farmers (2028) INR 200Cr start-up incubator set up (2027) State Agricultural Universities and ICAR institutes powered by new research grants and faculty-exchange programs CMW established (2026) 	<ul style="list-style-type: none"> AI-powered public private projects embedded across major crop value chains Achieve top 10 global ranking for at least one agricultural university 	<ul style="list-style-type: none"> Maharashtra recognized as a global leader in AI-powered, climate-smart agriculture scale

TB 2023	2020-2025	2026-2047
<p>5. Unlock farmer prosperity through robust FPOs and contract farming</p> <ul style="list-style-type: none"> • 40% farmer aggregation under FPOs achieved • e-NWR platform live (2027) • Targeted business training programs for FPOs launched (2026) • Dedicated FPO policy (FPO categorization, credit norms and assessments, taxation, compliance) created (2026) 	<ul style="list-style-type: none"> • Merge smaller FPOs to larger entities with specialization by crop or value chain segment • Integrate 100% of PACS with FPOs 	<ul style="list-style-type: none"> • 60% of Maharashtra's farmers brought together via FPOs
<p>6. Enhance agricultural sustainability and nutritional sufficiency</p> <ul style="list-style-type: none"> • "Maharashtra Millet Mission" launched (2026) • 30% farmland adopts precision and climate-smart practices • Rural fulfillment hubs established across 40% villages • Digitally enabled integrated PDS developed 	<ul style="list-style-type: none"> • All villages connected to Rural fulfillment hubs 	<ul style="list-style-type: none"> • Universal nutritional adequacy achieved
<p>7. Transform 25,000 gram panchayats into self-reliant prosperous centers with diversified livelihoods, modern amenities and upgraded civic services</p> <ul style="list-style-type: none"> • 80% motorable connectivity from farms to markets to all-weather standard completed • 100% of households with pucca homes, clean, quality tap water, sanitation, clean-electricity and smart meters • 60% rural youth/ workers in non-farm trades • Expand Maharashtra State Co-operative (MSC) Bank's branch network by 20% and deposits by 30% and increase deposits of District Central Co-Operative Banks (DCCBs) by 25% • 75% rural citizens enrolled in insurance 	<ul style="list-style-type: none"> • 100% farms connected to markets with last-mile road connectivity • >20% export share of rural product value • Maharashtra's villages leading nationally in Panchayat Advancement Index 	<ul style="list-style-type: none"> • Rural per capita income at least 90% of that in urban areas



2 INDUSTRIES

Make and design in Maharashtra for the world, with over a third of the state's GVA coming from industries sector

Maharashtra aspires to increase its industrial GDP from USD 123Bn to USD 1,500Bn (11% CAGR), attracting investments of USD 4,600Bn. This will be enabled by 7 initiatives – develop 20+ autonomous industrial townships, integrate value chains for 24 high-potential sectors, undertake drastic deregulation, build an enabling ecosystem for MSMEs, innovation and sustainability

Maharashtra's achievements

Maharashtra's industrial GDP is USD 123 Bn (refer Exhibit 1); 12-15% of India's industrial GDP) and merchandise exports are USD 67 Bn in FY24¹⁸ (15% of India's total). The sector accounts for 21% of employment in the state, and 25% of its GDP (USD 490 Bn):

- Maharashtra attracts the highest FDI equity inflows, worth USD 20 Bn in FY25, capturing 31% of total FDI equity inflows in India¹⁹
- Maharashtra has a robust MSME ecosystem, with 83L MSMEs (2025)²⁰, the highest among all states
- The state captures high share (18-20%) in India's production of automobiles, electricals & electronics, machinery & equipment and gems & jewelry²¹

Source
 18: Economic Survey of Maharashtra, FY25; Reserve Bank of India
 19: Press Information Bureau
 20: UDIM portal
 21: Annual Survey of Industries, FY19-FY23
 22: Note: Exchange rate 1 USD = ₹2.78 INR for FY24; Others includes furniture, leather, plastic, tobacco, wood, paper etc.; Historical CAGR based on nominal QoQ in INR; Projected CAGR is nominal and does not account for currency depreciation.
 Source: ASI FY19, FY23; Economic Survey of Maharashtra FY25; MOGP

EXHIBIT 1: Maharashtra's Industrial sectors and expected future growth rate²²

Sub-sectors	MH GDP (FY24, USD Bn)	MH CAGR (FY18-24)	Indo CAGR (FY18-24)	MH CAGR (FY24-36) Est.	
Construction	35	13%	13%	17%	Incl. EVs
Auto	12	7%	8%	16%	
Metals and fabrication	10	10%	9%	11%	
Mining	9	0%	7%	8%	
Electricity, Gas, Water	8	2%	9%	4%	Incl. semiconductor and robotics
Electricals and electronics	8	17%	8%	20%	
Chemicals	8	8%	8%	9%	
Machinery and equipment	7	4%	6%	13%	Incl. renewable, telecom, nuclear equipment
Food and beverages	6	2%	8%	7%	
Pharma	5	5%	7%	16%	
Coke & Petroleum	4	-18%	2%	-9%	Incl. biotech, medical devices
Textile and apparel	3	4%	4%	7%	
Materials	-1	4%	3%	6%	
Gems & Jewellery	1	8%	9%	8%	
Others	6	0%	8%	7%	Includes defense and aerospace
Total Industry	123	6%	9%	13%	
Non-manufacturing	52	8%	11%	14%	
Manufacturing	71	4%	7%	13%	

*Maharashtra
is home to
89L MSMEs,
contributing 40%
to the state's GDP
and generating
employment
for 1.3 crore
individuals*

Key opportunity areas

Industry in Maharashtra has grown at 6% CAGR from FY18-24 with the non-manufacturing segments growing twice as fast as manufacturing segments. This is slower than other industrial states (Andhra Pradesh: 12%, Tamil Nadu: 10%, Gujarat: 10%) and India (8.5% CAGR)²³. It has grown slower than the agricultural and services sectors in Maharashtra.

The industrial growth in Maharashtra can be improved by the following:

- A. **Reduce cost of doing business:** The cost of doing business in Maharashtra is higher than other industrial states like Gujarat, Tamil Nadu and Andhra Pradesh, driven by higher commercial and industrial power tariffs, high land cost and commercial rents in Tier 1/2 cities
- B. **Improve ease of doing business:** Delays in industry setup and project execution due to multiple permits required, land acquisition delays due to fragmented land parcels, unclear land titles and valuations. Opportunity to dramatically deregulate and simplify requirements by taking an end-to-end view and leveraging technology for transparent, time bound execution
- C. **Unlock land access:** There exists an opportunity to increase land availability by reclaiming land occupied by sick units and putting it to productive use, incentivizing unutilized private land for development
- D. **Increase share in high potential, sunrise sectors:** India has a combined potential of USD 530-450 Bn across 12 sunrise sectors by 2030 (e.g., EVs, batteries, semiconductor, defense and aerospace, etc.)²⁴ with all sectors expected to grow in double-digits between FY24-30. Opportunity to attract higher investments by creating the right enablers and developing R&D-driven skilled workforce. This will also enable the country's ambition to promote Swadeshi manufacturing with Make in Maharashtra for the world
- E. **Drive industrialization in weaker districts:** In FY22, 60% of Maharashtra's industrial GVA came from only 7 districts²⁵. 12 districts in Maharashtra have per capita income (PCI) less than India's and 15 less than state average. Opportunity to develop industries in the weaker areas for regionally balanced growth
- F. **Increase focus on MSMEs, enabling access to credit and international markets:** Maharashtra is home to 89L MSMEs, contributing 40% to the state's GDP and generating employment for 1.3 crore individuals. The state can further strengthen the MSME ecosystem through a dedicated MSME department/Commissionerate (recommended by Government of India). Even at an India level, credit penetration for MSME is only 30%²⁶. Opportunity to make credit and market access easier for MSMEs in the state to enable sustained growth
- G. **Build capacity and resolve institutional gaps:** Investment promotion efforts in Maharashtra are fragmented, across departments, without an autonomous and dedicated empowered authority to centralize a cross sectoral shelf of projects

Source

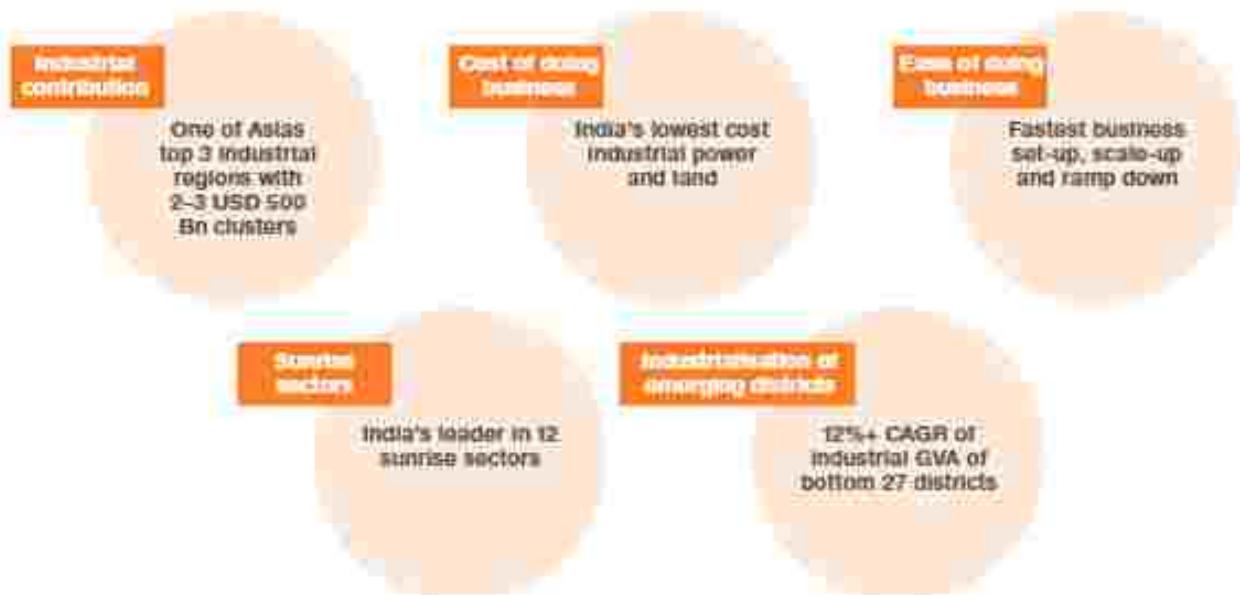
23: Reserve Bank of India

24: McKinsey Global Institute, India's future arenas: Engines of growth and dynamism, 2022. Note: Most sunrise sectors are energy intensive, and need competitive power tariffs

25: Maharashtra State Data Bank

26: Economic Advisory Council, 2022; Press Information Bureau, 2025

Vision and outcomes



To achieve the above, the State will track the following metrics:

Themes	Metric	MH Current	India Current	2029	2035	2047
Industrial contribution	Industrial GDP (USD Bn) ²⁷	123	986	265	550	1500
	Merchandise exports (USD Bn) ²⁸	67	437	150	350	950
	Cumulative Investment (USD Bn) ²⁹	N/A	N/A	500	2000	4600
Cost and ease of doing business	Industrial power tariff (INR/KWh) ³⁰	8-9	N/A	7-8	5	Globally competitive
	Investor friendliness Index (Rank) ³¹	N/A	N/A	To be decided	1	1
	Disbursement of incentives, after claim approval (Days) ³²	45	N/A	7	7	7
Sunrise sectors	Sunrise sectors where Maharashtra leads (#)	Not measured	N/A	8	12	12
	R&D spend to GDP (%) ³³	0.2-0.3	0.6	0.8	1.5	2.5w
Industrialization of emerging districts	Industrial GVA of 27 emerging districts (USD Bn) ³⁴	48	N/A	90	175	650
	Number of MSMEs (Lakhs) ³⁵	90	683	100	130	140

Source

27: Economic Survey of Maharashtra, FY25; NITI Aayog Dashboard; RBI; Note: Projections are nominal

28: Note: Incremental Capital Output Ratio assumed to be 3.2 till FY30, 4.3 for FY30-35 and 2.8 for

FY35-48; Note: Projections are nominal

29: MSDDCL Tariff Order, 2025

30: Note: FI is not yet launched and is an initiative by NITI Aayog

31: Department of Industries, Maharashtra; Dept. of Science & Technology, Government of India

32: Maharashtra State Data Bank, FY22

33: UDYAM Dashboard

Key initiatives

01

Create 20+ fully autonomous industrial townships, attracting private investments through 'Invest Maharashtra'

02

Integrate value chains for 24 focus sectors

03

Strengthen MSMEs through a dedicated Commissionerate; unlock credit and exports

04

Drive 'Emerging Districts Industrial Development' Mission

05

Become the R&D capital of India for 24 focus sectors

06

Drive sustainable manufacturing and decarbonization across sectors

07

Launch independent deregulation commission

1. Create 20+ fully autonomous industrial townships, attracting private investments through 'Invest Maharashtra'

Objective: Drive convergence in industry strategy and skilling, with integrated industrial, infrastructural and social development, built on design principles of low cost of doing business, net-zero energy, water and waste (refer Exhibit 2)

Incremental GDP estimate (Till 2035): USD 90-100 Bn

Incremental Investment estimate (Till 2035): USD 400-420 Bn**

Source:
24: Note: Incremental Capital Output Ratio assumed to be 5.2 till FY20 and 4.3 from FY21-35. Each city benchmarked to ALRIC (Attracting INR 71 K Cr. investment for 3100 acres of land. Source: Press Information Bureau, 2025). GDP and investment estimates for initiatives 1, 2 and 4 are not mutually exclusive

Key elements:

- 1.1 **Empower an entity (SPV/MIDC/Private) to develop, maintain industrial townships** with no interference from local bodies. The entity provides utilities and collects payments from users. It engages in investment promotion, social infra creation, land allocation, and business facilitation. Devise an accountability mechanism between state, MIDC and/or SPV to ensure development of last-mile infrastructure for all industrial townships.
- 1.2 **Reduce the cost of doing business** through optimized power costs (Refer *Energy and Sustainability chapter*), privatization and open access, improved logistics (refer *Transport chapter*) and reduced land costs through efficiency-based planning.
- 1.3 **Institutionalize efficiency-based land planning:**
 - 1.3.1 Establish land banks of 8000-10,000 acres close to infra exit points
 - 1.3.2 Allot industrial land based on expected output per square foot
 - 1.3.3 Incentivize utilization of unproductive, privately owned large land parcels, either through acquisition or through support for development
 - 1.3.4 Optimize factory designs to make industries more vertical, enabled by flexible floor-area-ratio of >2 to increase availability
 - 1.3.5 Offer land rentals, long-term leases to ease access to affordable land
- 1.4 **Strengthen "Invest Maharashtra" as dedicated investment promotion agency:**
 - 1.4.1 Offer end-to-end investor facilitation desks in key source markets (e.g. US, EU, Taiwan, Japan), cross-departmental taskforces for large size investments (>INR 250 Cr for legacy, >INR 100 Cr for sunrise sectors) and relationship management services for existing investors.
 - 1.4.2 Offer milestone-based incentives to anchor investors
 - 1.4.3 Organize One District One Product, export-focused summits.
- 1.5 **Ensure sustained talent pipeline through skill support with ITI-linkage for the region:** Align regional ITIs with industry needs, industry-designed courses, apprenticeships, and state-wide mentorships linking academia and industry (Refer *Education and skilling chapter*). Build Centers of Excellence for targeted upskilling in dedicated, high-tech manufacturing clusters including semiconductors, defense and aerospace, robotics etc.

2. Integrate value chains for 24 focus sectors

Objective: Create sector-specific policies for high potential sectors (refer Exhibit 5) to ease the journey of companies and unlock infrastructure, investment and innovation enabling Make in Maharashtra for the world in priority sectors.

Incremental GDP estimate (Till 2035): USD 420-430 Bn

Incremental Investment estimate (Till 2035): USD 1900-2000 Bn*

Key elements

- 2.1. **Create sector-specific policies, addressing the end-to-end value chain of industry to enable the creation of 2-3 USD-500 Bn clusters (spanning multiple districts, holding entire value chains for focus sectors) and frontier-tech driven clusters (focused on high innovation sunrise sectors)**
- 2.2. **Link sunrise/ focus sectors to district-level skilling hubs for a sustained, local pipeline of workforce (Refer Education and skilling chapter)**

EXHIBIT 2: Focus industries with illustrative autonomous townships³⁵



Source:

35. Note: Sectors in orange are sunrise sectors. Source: MITRI District and Focus Sector Profiles, District Strategic Plans (MITRI)

36. Note: Incremental Capital Output Ratio assumed to be 3.8 (Manufacturing), 4.2 (Construction), 10.2 (Mining) in FY30 and 4.7 (Manufacturing), 3.8 (Construction), 3.8 (Mining) from FY30-36. GDP and Investment estimates for Initiatives 1, 2 and 4 are not mutually exclusive

EXHIBIT 3: Focus sectors for Maharashtra³⁷:



Source: 37: Economic Advisory Council, 2022; McKinsey Global Institute, India's future arenas: Engines of growth and dynamism, 2022

Sectoral interventions across legacy and sunrise industries:



A. Textiles

1. **Make Maharashtra the innovation and export powerhouse of textiles:** Create 100 integrated textile hubs with green energy, water efficiency and waste treatment, 15+ R&D centers, 50+ recycling parks and at least one urban heat in each district. Attract INR 85K Cr. private investment in textile infrastructure development.
 - **Examples of suitable districts:** PVI MIRA Park - Amravati district, Nagpur, Kolhapur, Solapur, Satara, Sapatna, Nanded/Parbhani
 - **Integrate technology:** Blockchain for farm-to-fab traceability, MahaVestra e-commerce platform and e-Texile portal for automated departmental processes and subsidy management.
2. **Implement Maharashtra Technical Textile Mission:** Develop 6+ technical textile parks, with up to 35% capital subsidy for park development and Centers of Excellence in technical, sustainable and smart textiles.
3. **Develop advanced silk industry:** Export integrated sericulture across Nagpur-Amravati, Chhatisgarh, Sambharnagar and eastern Maharashtra; operationalize Cluster Reentry Centers (CRC) and enable 100% disease-free laying.
4. **Strengthen traditional textile corridors:** Integrate GI tagged products with mainstream apparel, retail and manufacturing industry.



B. Mining

1. **Create a digital first and sustainable mining ecosystem with:** Blockchain and AI to ensure auditing and financing process, GIS and remote sensing for mapping of areas and faceless auctions, unified digital platform for governance (clearances, compliance, and reporting).
2. **Drive a Maharashtra mineral exploration program**
 - Identify 10+ high local value creation opportunities across ores.
 - Incentivize use of small mineral patches and restoration of mines barren for decades, including creative repurposing (e.g., ecotourism, research parks).
 - Engage global exploration firms to accelerate discovery and investment.
 - Determine stipulated timelines for production exploration with set targets for operationalizing successful finds.



C. Semiconductors

- Launch a dedicated policy for semiconductors for end-to-end ecosystem creation**
- Attract global solution providers to establish R&D and design centers in Maharashtra design, larger-linked incentives for VCs investing in deep tech startups.
 - Set up state-backed chip design cell to unlock funding for design and fabrication stages with shared prototyping/testing facilities in industrial townships.
 - Attract and upskill workforce from tier 2 & 3 cities, cross-exchange programs with global semiconductor hubs (e.g., Taiwan).
 - Develop a captive vendor list and incentivize local sourcing of critical inputs, support investments in purification technology and infrastructure to refine gases from oil and gas industry into ultra-high purity gases.



D. Construction

- Launch a construction-focused policy:**
- Lead complex construction and technology transfer for India: Build India's first 3D-printed commercial towers and affordable housing at scale; incentivize construction robotics including automatic brick laying and concrete pouring.
 - Localize sourcing of advanced, sustainable materials: Incentivize research and development of ultra-high-performance concrete, carbon negative concrete, self-healing asphalt, bio-concrete, energy-harvesting smart glass etc.

3. Strengthen MSMEs through a dedicated Commissionerate; unlock credit and exports

Objective: Transform MSMEs into globally competitive, resilient, and innovation-driven swadeshi enterprises, making them key contributors to the economy.

Key elements:

3.1 **Create a separate Commissionerate for MSMEs** for supporting MSMEs throughout the value chain. Set up Enterprise Support Centers to mentor with compliances, market access, procurement and financing.

3.2 **Formalize all MSMEs on UDYAM** to enable the expedited subsidy disbursement. Increase transparency of subsidy structure with digital claim process.

3.3 **Ease non-security backed financing for upfront and short-term credit:**

3.3.1 Enable POS-linked credit through Account Aggregator and Open Credit Enablement Network. Incentivize private equity, venture capital funding for MSMEs in sunrise sectors.

3.3.2 Offer state-backed credit guarantees, trade finance and dedicated equity funds for long-term and early-stage funding. Institutionalize government support for MSME financing through SICOM/ Maharashtra State financing corporation/new NBFC etc.

3.4 **Establish mechanisms for state-led sourcing and market linkages:** Mandate TReDS onboarding for government and large corporate buyers. Mandate PSU sourcing, incentives for private procurement, and expanded digital marketplace access (ONDC, GeM, Maha-e-Market). Create MSME holding companies to improve scale. Boost exports through facilitation centers, quality certification support, and training on export compliance.

3.5 **Offer technological support for improving productivity and quality:** Offer subsidies for automation, performance-linked incentives, innovation hubs and R&D funds focused on sunrise sectors.

4. Drive the Emerging Districts Industrial Development Mission:

Objective: Catalyze industrial growth in emerging districts (refer Exhibit 4) by leveraging their existing strengths, while laying the foundation for high-value sector development.

Incremental GDP estimate (Till 2035): USD 120-130 Bn

Incremental Investment estimate (Till 2035): USD 550-600 Bn**

Key elements:

4.1 **Mobilize investments for 25 projects** in each of the 27 districts, with a minimum capital infusion of INR 500Cr and employment of more than 500 people per project.

4.2 **Map value chains and identify role of each district** within these in alignment with local industrial clusters, One District One Product and export promotion strategies. Setup sector- and region-specific PPP industrial parks (e.g., 50 mega agro-processing parks).

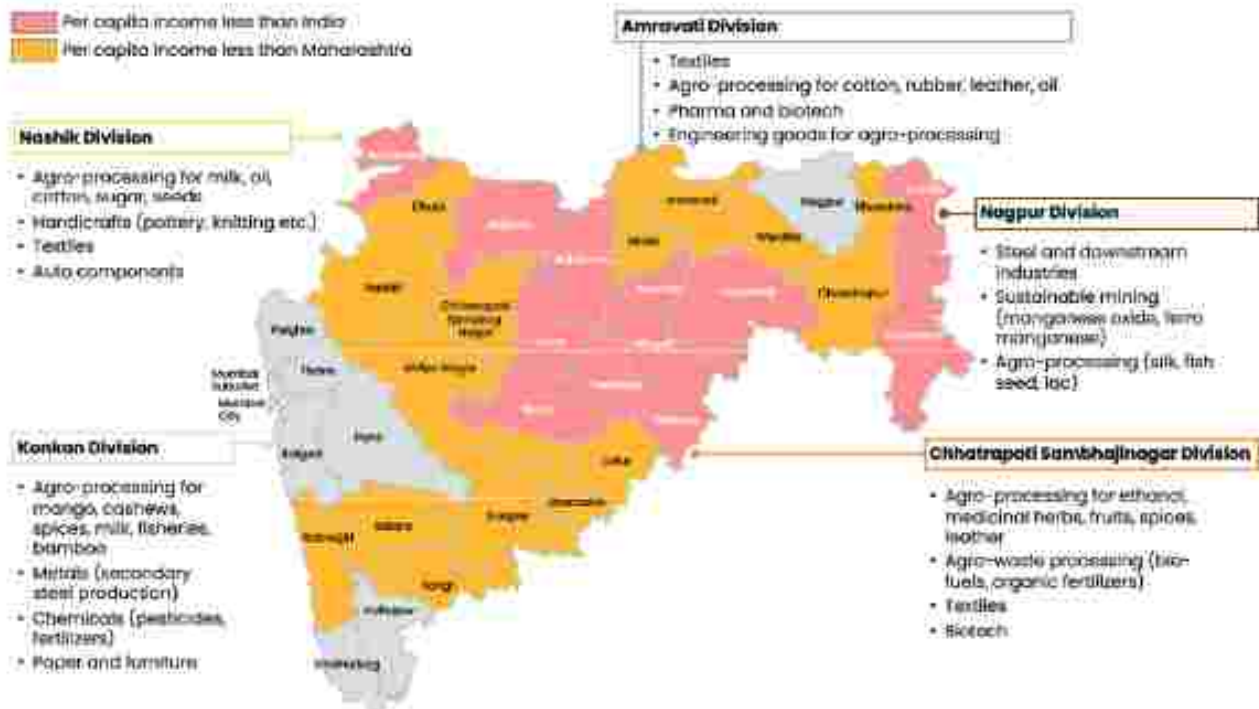
Boost exports through facilitation centers, quality certification support, and training on export compliance

** Note: Incremental Capital Output Ratio assumed to be 3.2 till FY30 and 4.3 from FY30-35. GDP and Investment estimates for Initiatives 1, 2 and 4 are not mutually exclusive.

Case example: Steel hub in Gadchiroli

Create a 30MT steel cluster, producing > 10% of national steel production, with an integrated value chain across mining, pellet plants, steel plants, and downstream industries. Offer dedicated land banks, strengthen logistics and ensure access to resilient power and water supply in addition to skilled workforce and R&D ecosystem.

EXHIBIT 4: Illustrative sectors for emerging districts



5. Become the R&D capital of India for 24 focus sectors

Objective: Accelerate PPP-led development of breakthrough technologies, and translate scientific excellence into high-impact commercial solutions.

Key elements:

5.1 Strengthen industry-linked research and innovation (Refer Education and skilling chapter)

- 5.1.1 Sector specific Centres of Excellence in leading universities (e.g., science parks in IIT-B, IISER Pune with open access facilities and accelerator offices for commercialization support)
- 5.1.2 Outreach to overseas educated Indian community to work in the innovation facilities in India
- 5.1.3 Tiered system of higher tax deductions for companies with hi-tech, commercialized IP; co-lab fund for public-private partnered research

5.2 Build roadmap across industrial clusters to facilitate adoption of green industrialization and promote breakthrough innovation in upcoming technologies (e.g., hydrogen-readiness, sustainable logistics)

*Sector specific
Centres of
Excellence
in leading
universities (e.g.,
science parks
in IIT-B, IISER
Pune with open
access facilities
and accelerator
offices for
commercialization
support)*

6. Drive sustainable manufacturing and decarbonization across sectors:

Objective: Enable net-zero emission operations for all sectors using efficient technologies, renewable power and recycled waste and water.

Key elements:

- 6.1 **Promote green manufacturing** through renewable open access, captive solar, increased energy banking limits and relaxed time-of-day restrictions
- 6.2 **Formalize pollution-indexed power tariffs**, tax rebates and 'Green STAR' rating tied to credit access for industries
- 6.3 **Develop carbon markets and just-transition framework:** Launch state carbon-credit trading scheme, issuing sector-wise emission caps. Develop clean-tech adoption roadmaps across the value chain and reskilling packages for workers in high-emitting sectors

7. Launch independent deregulation / ease of doing business commission:

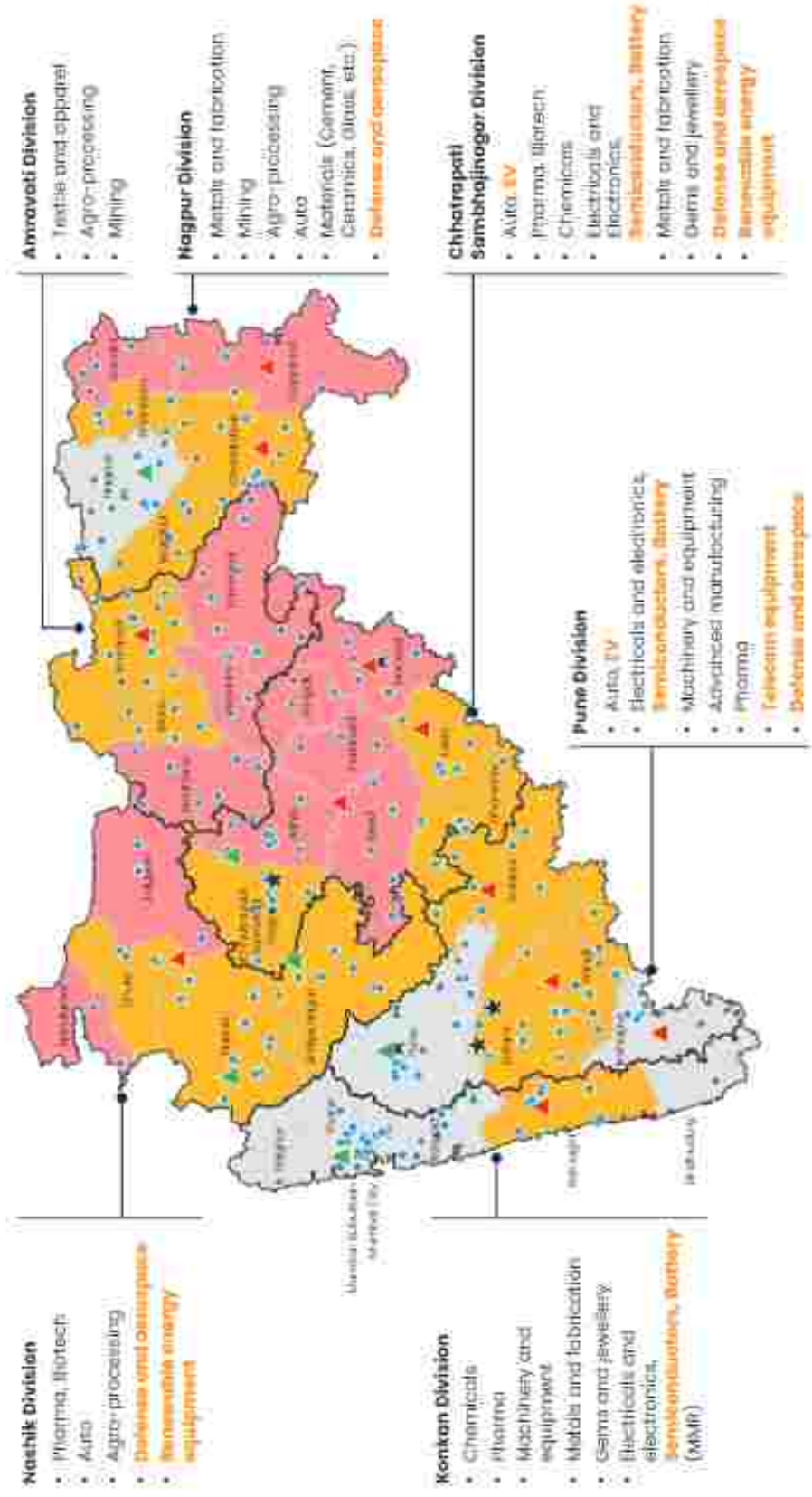
Objective: Simplify regulatory requirements across sectors, enabling faster setup/ramp-down and recurring compliances for businesses

Key elements:

- 7.1 **Conduct zero-base re-assessment of current regulations** to reduce current compliance burden and decriminalize dated regulations. Enable faster dispute resolution, scale-up and ramp down of units/ businesses
- 7.2 **Formalize a common inspection order** for selected physical inspections to be replaced with self/ third party AI-enabled compliances (e.g., labour, pollution control, fire, lift), supplemented with random audits
- 7.3 **Design a green channel for select priority sectors** with near-zero compliances, 100% faceless, self-certifications and auto-renewals
- 7.4 **Implement labor codes notified by Government of India** on wages, social security, industrial relations and occupational safety, especially for priority projects. Reform labor rules to accommodate needs of frontier technology and sunrise industries
- 7.5 **Ensure continuous monitoring to update regulatory requirements** as per changing government and business landscape (e.g., introduction of AI related compliances) such that overall compliance burden is optimized
- 7.6 **Institutionalize private sector enabled service delivery:** Authorize private partners to operate Udyog Seva Kendras and collect a standardized fee/ revenue share for facilitating single-point convergence of all regulatory requirements; government engages only as final approving authority
- 7.7 **Unlock land availability with quick approvals** (refer Governance chapter)
- 7.8 **Use technology to fast-track business service** (refer Governance chapter)

Industrial areas

- Air quality zones less than 40kmph/day
- Air quality zones less than 40kmph/day
- ▲ Industrial clusters in districts
- Industrial areas
- ★ Special Economic Zone (SEZ)



Roadmap

Till 2029	2030-35	2036-47
1. Create 20+ fully autonomous industrial townships, attracting private investments through 'Invest Maharashtra'		
<ul style="list-style-type: none"> Invest Maharashtra created (2025) SPV for 5 industrial townships setup (2026) Land densification policy and incentives issued, including land restoration plans (2026, with UD) 5 autonomous industrial townships setup 10+ USD 1 Bn+ investments grounded 	<ul style="list-style-type: none"> 10 additional autonomous townships setup All townships certified net-zero 25+ USD 5 Bn+ investments done 	<ul style="list-style-type: none"> Maharashtra amongst Top 5 global destinations for investment
2. Integrate value chains for 24 focus sectors		
<ul style="list-style-type: none"> 24 sectoral Centres of Excellence established (2027) 15 additional sectoral policies issued (2026) 	<ul style="list-style-type: none"> At least one advanced manufacturing zone for all focus sectors 	<ul style="list-style-type: none"> Global leader in 5+ and India leader in 12+ sunrise sectors
3. Strengthen MSMEs through a dedicated Commissionerate; unlock credit and exports		
<ul style="list-style-type: none"> MSME Commissionerate created (2026) 100% of MSMEs formalized on UDYAM 75%+ MSMEs onboarded onto Account Aggregator and OGEN platforms (2029) MSME subsidy process fully digitized (2029) PSU procurement quotas; private procurement incentives from MSMEs issued (2026) 	<ul style="list-style-type: none"> Self-replenishing MSME Sovereign Equity Fund operationalized All MSMEs exceed global quality, ESG, trade standards 	
4. Drive 'Emerging Districts Industrial Development Mission'		
<ul style="list-style-type: none"> 27 emerging districts ODOP strategies developed (2026) 1 cluster-specific industrial park per emerging district operationalized 	<ul style="list-style-type: none"> 25+ large industrial projects per emerging district (INR 500 Cr+, 500+ jobs) 	<ul style="list-style-type: none"> Per capita income gap with state average closed
5. Become the R&D capital of India for 24 focus sectors		
<ul style="list-style-type: none"> (Refer Education and Skilling chapter) 	<ul style="list-style-type: none"> 20 global research organization/ industry partnered CoEs setup for sunrise sectors Global platform of investors live 	<ul style="list-style-type: none"> All research parks and shared facilities funded and managed privately/ through PPP
6. Drive sustainable manufacturing and decarbonization across sectors (Refer Energy and Sustainability chapter)		
7. Launch independent deregulation commission (Refer Governance chapter)		



3 SERVICES

Become global leader in new-age finance, frontier technology, media and entertainment

Maharashtra aspires to increase its services GDP from USD 312Bn to USD 3000Bn (10% CAGR), attracting investments of USD 8500Bn. This will be enabled by 8 initiatives – transform MMR into a USD 600Bn+ global fintech hub and Mumbai/Pune into a USD 500Bn+ media-tech-AVGC hub, develop an Innovation City, deep-tech-AI ecosystem with 9-10 transitional-CoEs, GCC parks and data centres.

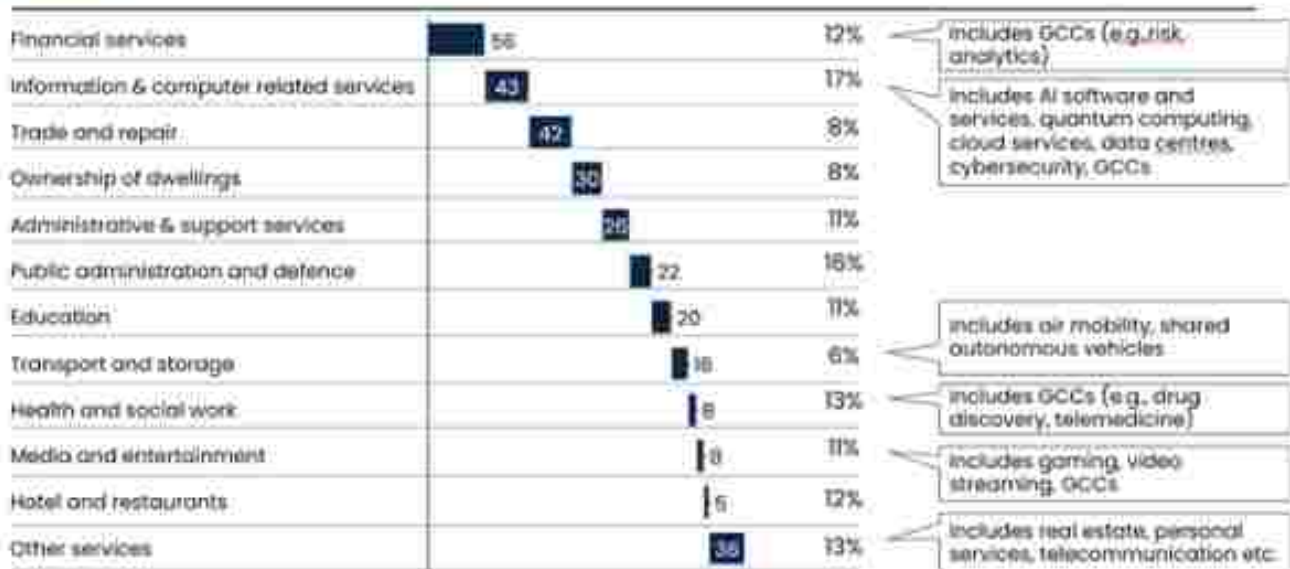
Maharashtra's starting point

Maharashtra's services sector is its most influential growth driver, contributing ~63% to the state's GVA³⁸ and ~13% to India's - the highest share amongst all states³⁹ (refer Exhibit 1):

- **Leader in financial services:** Contributes 24% to India's financial services GVA⁴⁰, and hosts key institutions (e.g., RBI, SEBI, BSE, NSE) and major banks
- **Strong IT&S and GCC base:** Contributes 19% to India's IT industry output, 20% of IT exports and hosts 20% of the country's GCCs - 2nd highest in India - with over 1 Mn people employed in IT sector⁴¹
- **India's data center capital:** Leads in digital infrastructure by hosting more than 60% of India's total data center capacity
- **Key startup hub:** Leads country's startup ecosystem with more than 26K DPIIT-recognized startups (24% of India's total), 290K jobs⁴², and 19 unicorns (second highest in country)
- **Leader in retail and trade services:** Contributes 12% to India's retail and trade generating more than INR 40 Bn GVA, and employing over 4 Mn people
- **Creative capital of India:** Hosts 30% of India's AVGC studios, 20 specialized universities for animation, VFX and gaming⁴³, and Bollywood (world's third largest film industry by box office revenues)
- **India's largest warehousing base:** Hosts more than 150 million sq. ft. of warehousing stock, including over 60 million sq. ft. of Grade A stock⁴⁴

38: Economic Survey of Maharashtra 2024-25
 39: RBI - Handbook of Statistics - GVA added by economic activity
 40: Planning Department, Government of Maharashtra
 41: MAITRI 42: JLL
 43: MCGP, Economic Survey of Maharashtra (24-25)

EXHIBIT 1: Composition of Maharashtra's services sector and expected growth⁴⁴



Key opportunity areas

Maharashtra's services sector is projected to quadruple from USD 310-315 Bn in FY24 to over USD 1,240 Bn by 2047, driven by 9 legacy sectors integrated with 9 emerging sunrise sectors (refer Exhibit 2).

EXHIBIT 2: 18 focus services sectors in Maharashtra



- A. Lower cost of doing business:** High operating costs in Maharashtra's tier-1 cities are driven by commercial power tariffs, office rentals. Opportunity to expand operations in tier-2 cities and reduce cost of doing business in tier-1 hubs
- B. Position MMR as India's model financial economy:**
- B.1. India's financial services make up only 3.5% of total services exports⁴⁵ below global peers (USA, Singapore etc.). MMR, as India's financial capital, can elevate its position to evolve from a regional to a global financial center
 - B.2. Formal credit penetration is only 30% for individuals and MSMEs⁴⁶, state can boost credit penetration by leveraging its 1100+ fintechs and attracting more financial institutions to enable universal digital lending
- C. Accelerate value creation in media and entertainment (M&E) sector:** Opportunity to capture at least 35-40% of India's USD 65-70 Bn M&E market by 2036⁴⁷ by scaling capabilities in media tech, AVGC, and live entertainment
- D. Unlock next wave of GCC, digital infrastructure and frontier technologies:**
- D.1. Maharashtra's IT&S and GCC ecosystem is second largest in India. With targeted action on talent, infrastructure, and incentives, and existing strengths in key sectors (BFSI, ER&D, enterprise tech etc.) the state can continue to lead India's tech and GCC opportunity
 - D.2. Mumbai and Pune host fewer deep-tech startups (600-700) versus Bengaluru's (more than 950).⁴⁸ Focused action on funding, infrastructure, and talent can bridge this gap and make it an innovation hub
 - D.3. With 60% of India's data center capacity and a high utilization above 75%, Maharashtra can capture 50-60% of future capacity growth by lowering power costs and fast-tracking land access.

Source

- 45: Goldman Sachs - How India's services economy became a world leader
- 46: Economic Advisory Council Report 2023
- 47: Nitesh: 7% growth rate for the sector for FY 27 as per FICCI, EY, same growth rate extended to FY 28.
- 48: McKinsey Global Institute, Nasscom
- 49: Global startup ecosystem index (2023)
- 50: Economic Survey of Maharashtra FY 24-25
- 51: Department of Industries, Government of Maharashtra for 2025
- 52: Ministry of external affairs (India's tech sector to contribute US\$ 1 Trn. to GDP by 2030, Nasscom Press), MOSPI, Economic Survey of Maharashtra (24-25)
- 53: Press Reports, ISEF
- 54: Press reports
- 55: Economic Advisory Council Report 2023.

- E. **Strengthen Maharashtra's entrepreneurial and MSME ecosystem:**
 - E.1 Maharashtra has largest number of startups in India but its key hub such as Mumbai rank 40th in the Global Startup Ecosystem Index (2025) – lagging Bengaluru (14th), Delhi (29th).⁴⁶ Focused action on funding, talent, and infrastructure can elevate state into global innovation landscape
 - E.2 Retail and trade employ the largest share of Maharashtra's workforce (6-7%) but contribute 9-10% of GVA⁴⁷, behind financial and IT services. Expanding credit, digital tools adoption, modernising infrastructure can raise productivity and capture gains from rising disposable incomes
- F. **Create a dedicated Commissionerate for Services:** Despite contributing 64% of GDP, the services sector lacks a dedicated Commissionerate to drive growth, attract investments, and coordinate across departments - highlighting need for a focused governance structure

Vision and Outcomes



To achieve the above, the State will track the following metrics:

Themes	Metric	MH Current	India Current	2029	2035	2047
Global leadership	GFCI ranking for Mumbai	52	N/A	<40	<25	<10
	Cumulative jobs created in Services sector (Mr)	-	-	>1.5	>4	>8
	Cumulative Services investment (USD Bn) ⁴⁸	N/A	N/A	350	3000	6500
Sunrise sectors	Tech services GDP (in USD Bn) ⁴⁹	48	283	>110	>270	>700
	Tech Patents to GDP ratio (per USD 100 Bn)	N/A	N/A	>300	>700	>1000
	Data center installed capacity (in GW) ⁵⁰	0.6	1-1.3	>2	>10	>30
Entrepreneurship at scale	Share in India's unicorn startups (%) ⁵¹	23-24	N/A	>25	>40	>50
	Formal MSME credit outstanding as % of MSME GVA ⁵²	58	-	>65	>70	>80
	Share of villages with >5 entrepreneurs with INR 5L+ turnover (%)	Not tracked	Not tracked	>30	>60	>95

Key Initiatives

01

Make MMR a USD 600 Bn+ global fintech and financial services hub

02

Establish Mumbai-Pune as a USD 50 Bn+ global hub for media-tech, AVGC

03

Leverage GCCs to establish strategic value chains, employing 3Mn+ people

04

Build India's largest deep-tech ecosystem with 50K+ patents

05

Build 30-40 GW data centre capacity powered by green energy

06

Scale 5 Mn+ retail & trade MSMEs through digital tool adoption, exports

07

Empower Maharashtra's entrepreneurship ecosystem and create 5L+ rural entrepreneurs

08

Establish a separate Commissionerate for services sector

1. Make MMR a USD 600Bn+ global fintech and financial services hub

Objective: Position MMR as leading hub in Asia, driven by global capital, fintech and financial inclusion - driving leadership in next-generation financial solutions

Key elements:

1.1 Establish an International Financial Centre (IFC):

- 1.1.1 Develop a 50–60 ha IFC SEZ in BKC focused on high-growth services (offshore banking, trade finance, insurance, asset management), backed by world-class infrastructure, globally competitive incentives (low taxes, capital convertibility, easy repatriation) and a high-quality international arbitration center targeting a USD 250 Bn+ contribution to Maharashtra's GDP.
- 1.1.2 Anchor leadership, strategic, and high-value financial services roles in IFC, leveraging state's talent pool in finance, frontier tech and connectivity and proximity to key industrial and financial centers.

Case example: Key characteristics of financial centers globally

- **Conducive business environment:** Liberal repatriation, convertible currency, and attractive tax regimes (e.g., Abu Dhabi's "50 years zero tax").
- **Robust legal framework:** Independent regulatory systems modelled on global best practices (e.g., UAE's DIFC under common law in 2004).
- **World-class infrastructure:** Modern civic amenities, global connectivity (e.g., Dubai International Airport for DIFC), and expat-friendly ecosystems.
- **Access to talent and academia:** Presence of top-ranked institutions driving research and innovation (e.g., in Singapore, NUS #11, INSEAD #9 globally).
- **Innovation ecosystem:** Vibrant tech and venture hubs powering growth (e.g., São Paulo hosts 300+ growth-stage tech firms, labs, and VCs).

1.2 **Build 3–4 financial districts:** Develop international-grade ecosystem in MMR (e.g., BKC, Wadala, Mumbai port trust land) with Grade-A office space, integrated residential and leisure infrastructure to attract and retain talent.

1.3 **Launch a Fintech CoE and incubator:** Establish a Maharashtra Fintech CoE and an incubator, providing regulatory sandbox support, anonymized datasets (e.g., GST payments), compute access, talent, and sector-specific guidance to accelerate next-gen finance solutions.

2. Establish Mumbai–Pune as a USD 50 Bn+ global hub for media-tech, AVGC

Objective: Anchor Mumbai–Pune as hubs for global content creation, high-value AVGC output, IP monetisation capturing at least 50% of India's M&E market.

Key elements:

2.1 Build AVGC mega-campus with sectoral CoEs:

- 2.1.1 Leverage existing ecosystem in Andheri/Goregaon to create 100+ acres of integrated campus for AVGC CoEs; development of quality studios, production offices; and setting up of AVGC firms.
- 2.1.2 Establish 3 CoEs for AR/VR, Animation, VFX and gaming (AVGC CoEs) to serve as national R&D and training hubs, partnering with global media schools and AVGC leaders to deliver programs in animation, game design, XR, and online skilling.

2.2 **Institute policy incentives:** Notify an AVGC policy with key incentives (e.g., reimbursements for R&D expenses, hardware costs, employee training, state GST rebates etc.) to catalyze private investments.

Leverage existing ecosystem in Andheri/Goregaon to create 100+ acres of integrated campus for AVGC CoEs; development of quality studios, production offices, and setting up of AVGC firms

Tailored policies with limited restrictions on content transmission with control over local broadcasting, balancing broadcaster flexibility with respect for local sensitivities

Case study: Singapore's digital media hub – Mediapolis

Built through targeted interventions that drove global competitiveness:

Talent

- **Subsidies for foreign talent** (e.g., 50% salaries subsidized in year 1), decreasing over time to incentivize hiring local talent
- **Niche creative universities:** DigiPen, prime gaming and animation university, funded to attract foreign talent to teach masterclasses

Tenants

- **Land at cost and development subsidies** to attract anchor tenants (e.g., Lucasfilm, Mediacorp - Singapore's national broadcaster)

Community

- **Media festival across multi sub-sectors** launched with award competitions

Regulation

- **Tailored policies** with limited restrictions on content transmission with control over local broadcasting, balancing broadcaster flexibility with respect for local sensitivities

Infrastructure

- **Premier connectivity and production scale:** World-class air travel and Hollywood-grade soundstages (two opened by Infinite Studios in 2014)

3. Leverage GCCs to establish strategic value chains employing 3Mn+ people

Objective: Pivot GCC growth from low cost delivery to innovation-led value chain leadership in Maharashtra's strategic sectors, supported by future-ready infrastructure and talent pipeline

Key elements:

- 3.1 Integrate GCCs within state's strategic value chains clusters:** Strengthen sector-specific GCC clusters 8-10 value chains aligned with Maharashtra's strengths (e.g., ER&D in auto/EV, drug discovery & clinical trial operations in pharma/ biotech, risk/analytics/cybersecurity in BFSI). Ensure support via outcome-linked policies, time-bound clearances, fiscal incentives, well-connected infrastructure and on-site skilling
- 3.2 Build hyper-connected GCC parks:** Develop fully serviced mixed-use GCC parks in identified clusters, integrated with transport hubs and high quality infrastructure to attract talent
- 3.3 Ensure availability of industry ready talent:** Create a strong pipeline of graduates across technologies with increasing demand (e.g., AI, cloud, cybersecurity) (Detailed in Education and Skilling chapter)

4. Build India's largest deep-tech ecosystem with 50K+ patents

Objective: Position Maharashtra as India's leading state for 9 sunrise sectors (incl. frontier technologies such as AI, quantum computing etc.) fostering cutting-edge outcome-driven research, talent development, and infrastructure

Source:
38. Transitional CoEs refer to organisations that transform fundamental research and scientific discoveries into practical, real-world applications, accelerating innovation and impact

Set-up government-anchored data centers in Nashik, Ch. Sambhaji Nagar, Nagpur, to support public sector cloud facilities, service delivery and catalyze private data center investments

Key elements:

- 4.1 **Build Innovation City:** Complete development of recently announced 300 acre "Innovation City" in MMR to provide subsidized workspaces (less than INR 60 per sq.ft) and energy (below INR 5-6 per KWh) with integrated affordable housing to attract deep-tech start-ups
- 4.2 **Create Translational CoEsSM (T-CoEs):** Build 9-10 T-CoEs on frontier technologies —robotics, agentic AI, and quantum cryptography etc to offer product innovation and lab-to-market expertise for making early-stage startups commercially viable
- 4.3 **Develop global sandbox zones:** Create "Innovation Safety Zones" with open datasets, relaxed regulations, incentives, testbeds/sandboxes for frontier tech pilots on public governance systems
- 4.4 **Expand deep tech professionals' pipeline:** Produce professionals in frontier tech via state-funded programs, industry-certified micro-credentials, incentive-linked digital learning pathways aligned with global benchmarks
- 4.5 **Develop Innovation infrastructure fund:** Scale up existing funds (e.g., MITDFSM, MSIS Seed Fund Scheme) to INR 10K Cr to support incubation, accelerators, prototyping labs, and early-stage deep-tech startups
- 4.6 **Expand IT/ITeS in Tier 2 Cities:** Develop IT/ITeS hubs in Tier 2 cities for BPO, KPO (data management, business, market research) with integrated residential zones, education institutions, robust connectivity

5. Build 30-40 GW data center capacity powered by green energy

Objective: Establish a robust ecosystem of green, hyperscale data centres to position Maharashtra as digital backbone for India's tech economy

Key elements:

- 5.1 **Lower energy costs and build green energy corridors for data centres**
 - 5.1.1 Provide data centres with open access to power with no countervailing duties, restrictions
 - 5.1.2 Establish 20-30 GW renewable (incl nuclear-powered) data centre corridors anchored by hyperscalers, equipped with on-site clean energy generation, advanced water recycling systems
- 5.2 **Develop data center in services hubs:** Develop data centre parks in tech-intensive services clusters with R&D zones and startup ecosystems to drive innovation — (e.g., fintech-focused data centres in MMR hosting large, anonymized datasets from banks, GST transactions etc.)
- 5.3 **Expand state-backed data centers to Tier 2 cities:** Set-up government-anchored data centers in Nashik, Ch. Sambhaji Nagar, Nagpur, to support public sector cloud facilities, service delivery and catalyze private data center investments

6. Scale 5 Mn+ retail & trade MSMEs through digital tool adoption, exports

Objective: Empower Maharashtra's retail and trade MSMEs via digital adoption, tech-enablement and enhanced export participation

Source
ST Maharashtra Innovation and Technological Development Fund

Create a high-impact entrepreneurship landscape rooted in regional strengths to boost jobs, innovation, and equitable economic participation

Key elements:

- 6.1 **Designate retail zones:** Ensure integrated infrastructure master plans of upcoming urban and peri-urban centers include retail hubs for trade clustering and consumer convenience
- 6.2 **Incentivize use of digital tools:** Drive widespread use of digital tools (e.g., like POS, accounting, inventory management) among retail MSMEs through targeted financial and technical support

Case study: Retail industry digitisation in Singapore

- **Retail Industry Digital Plan:** Govt-backed program giving small retailers digital tools (e-payments, omni-channel platforms, AI assistants), training, advisory, and up to 80% subsidies on solutions and partner incentives
- **99% SME:** IMDA, Singtel, and DBS e-commerce platform helping SMEs reach consumers via geolocation, with preferential loans, subsidized tech solutions, and training support

- 6.3 **Leverage digital e-commerce platforms:** Formulate incentives (e.g., reduced transaction fee, marketing support etc.) for small retail traders/gig economy players to actively engage in open digital markets
- 6.4 **Facilitate export market linkages:** Create an AI-enabled portal for export compliance and certification, implement single-window clearance for faster exports, and provide financial support for participation in trade fairs. Also ensure seamless supply chain connectivity with infrastructure linkages across demand, supply and export centers

7. Empower Maharashtra's entrepreneurship ecosystem and create 5L+ rural entrepreneurs

Objective: Create a high-impact entrepreneurship landscape rooted in regional strengths to boost jobs, innovation, and equitable economic participation

Key elements:

- 7.1 **Unlock structural challenges typically faced by startups and MSMEs:**
 - 7.1.1 Drive greater credit penetration (refer Industries chapter)
 - 7.1.2 Streamline procurement and sourcing with policies enabling corporate/PSU sourcing (refer Industries chapter)
 - 7.1.3 Offer support for market linkages including outreach, compliance, business capability support (refer Industries chapter)
 - 7.1.4 Ensure sector-specific, digital skilling and adequate mentorship/incubation support (refer Education and Skilling chapter)
- 7.2 **Promote village enterprises:** Enable 5 lakh village startups across 30,000 villages, each targeting INR 5 lakh turnover within 3-5 years, with focus on increasing women's workforce participation above 50%

8. Establish a separate Commissionerate for services sector

Objective: Create a dedicated Commissionerate for Services sector and Frontier Technologies, spearheading sector-focused governance, policy innovation, and investment facilitation to elevate Maharashtra's service economy

Key elements:

- 8.1 **Establish a dedicated Commissionerate:** Create a specialized Commissionerate for services-sector to drive targeted policy, regulation, and investment facilitation
- 8.2 **Streamline priority sectors for Maharashtra:** Align Maharashtra's service sector policies with GoI's 12 service sectors (IT/ITeS, fintech, tourism, medical travel, etc.) and promote other key sectors such as AVGC-XR, logistics
- 8.3 **Build service and frontier tech-centric urban clusters:**
 - 8.3.1 Develop service-centric and frontier tech clusters like Innovation Cities, Medi-Cities, and BKC-style districts with world-class infrastructure, flexible zoning, and tailored sector incentives (refer Urban chapter)
 - 8.3.2 Position the Commissionerate as nodal authority to coordinate and align relevant departments for proposed service and frontier tech focused cities – (e.g., in Edu-Cities, ensuring unified strategy across education, urban development, housing, and skill development)
- 8.4 **Strengthen incentives for service and frontier tech sector growth:**
 - 8.4.1 Implement turnover-based subsidies, streamline SEPC/IEC facilitation, and align with DGFT schemes to accelerate exports
 - 8.4.2 Extend fiscal incentives related to payroll, rental, skilling, and R&D expenses to strengthen startups, service firms
 - 8.4.3 Provide land and fiscal incentives in emerging districts (Nandurbar, Gadchiroli, Beed, Yavatmal) to decentralize services growth
- 8.5 **Enhance investment promotion and global positioning:** Establish a dedicated facilitation cell for services sector and frontier tech to globally brand Maharashtra's strengths (e.g., MMR as India's fintech and data center capital), build sustained outreach, relationship management and investment facilitation with key investors

Align Maharashtra's service sector policies with GoI's 12 service sectors (IT/ITeS, fintech, tourism, medical travel, etc.) and promote other key sectors such as AVGC-XR, logistics

Roadmap

Till 2029	2029-35	2036-47
1. Make MMR a USD 600Bn+ global fintech and financial services hub		
<ul style="list-style-type: none"> 50-60 ha IFSC-SEZ in BKC notified (2026) PPP concessions for BKC-expansion and Wadala financial districts awarded Maharashtra Fintech CoE & incubator launched; 50 startups onboarded (2027) 	<ul style="list-style-type: none"> Kharger and Mumbai-Port financial districts open 	<ul style="list-style-type: none"> USD 600 bn fintech & FSI GVA; rank top-3 in Asia
2. Establish Mumbai-Pune as a USD 50 Bn+ global hub for media-tech, AVGC		
<ul style="list-style-type: none"> Maharashtra AVGC policy notified (2025) SPV for 100-acre AVGC mega-campus in Andheri / Goregaon setup (2027) First CoE in Animation-VFX with global partners setup (2026) 	<ul style="list-style-type: none"> CoEs for AR/VR and Gaming commissioned 35% share of India's M&E market Digital IP-monetization platform live 	<ul style="list-style-type: none"> 50%+ share of India's M&E market
3. Leverage GCCs to establish strategic value chains employing 3Mn+ people		
<ul style="list-style-type: none"> 8-10 sector-specific GCC clusters notified (2027) Master-plans for all GCC parks with metro/road links ready (2028) Outcome-linked infra & fiscal incentives with 60-day clearances 	<ul style="list-style-type: none"> All GCC parks operational USD 20 Bn private investment anchored in target value chains 	<ul style="list-style-type: none"> GCC employing 3Mn people
4. Build India's largest deep-tech ecosystem with 50K+ patents		
<ul style="list-style-type: none"> 300-acre Innovation City setup (2026) SPV to create 8-10 T-CoEs setup (2027) "Innovation Safety Zones" with sandboxes & open data notified MITDE expanded to INR 2,500 Cr for incubators & prototyping (2029) 	<ul style="list-style-type: none"> All T-CoEs live Tier-2 IT/ItoS hubs rolled out Innovation fund enlarged to INR 5,000 Cr 	<ul style="list-style-type: none"> 50K deep-tech patents
5. Build 30-40 GW data center capacity powered by green energy		
<ul style="list-style-type: none"> SPV for green DC corridors setup; open, duty-free power access notified (2027) 2 fintech hyperscale parks setup in MMR Start state-backed DC builds in Nashik & Nagpur as public-cloud anchors Targeted subsidies rolled out to attract US\$5 bn+ private capex (2026) 	<ul style="list-style-type: none"> DC corridors with on-site renewables & closed-loop water systems live State-anchored DCs expanded to 4 Tier-2 cities 	<ul style="list-style-type: none"> 30-40 GW fully green DC capacity; 10% hosted in Tier-2 hubs

Till 2029	2030-35	2036-47
6. Scale 5 Mn+ retail & trade MSMEs through digital tool adoption, exports		
<ul style="list-style-type: none"> Retail zone setup in MMR, Pune, Nagpur, Nashik, Ch. Sambhaji (2026) 	<ul style="list-style-type: none"> Single-window rollout complete; 24-48 hr export approvals 	<ul style="list-style-type: none"> >90% MSME digital tools uptake and e-commerce activity
<ul style="list-style-type: none"> Scheme for PoS tools issued (2026) 	<ul style="list-style-type: none"> AI export-compliance portal live 	
<ul style="list-style-type: none"> ONDC/ GeM / IEP fee waivers & mktg. credits extended to 70% of traders 		
<ul style="list-style-type: none"> Single-window clearance for MSME piloted 		
7. Empower Maharashtra's startup ecosystem and create 5L+ rural entrepreneurs (Refer Industries, Education and Skilling chapter)		
<ul style="list-style-type: none"> Launch 50 Enterprise Support Centres 	<ul style="list-style-type: none"> ESCs offering full market-linkage services 	<ul style="list-style-type: none"> More than 5L village startups
<ul style="list-style-type: none"> Start village-enterprise pilots in 5,000 villages (2029) 		
8. Establish a separate Commissionerate for services sector		
<ul style="list-style-type: none"> Commissionerate setup (2026) 	<ul style="list-style-type: none"> Land and tax perks for all emerging districts 	<ul style="list-style-type: none"> All planned service hubs fully built; direct jobs
<ul style="list-style-type: none"> State policies harmonized with Govt's 12 service sectors + AVGC-XR, logistics, healthcare, tourism 	<ul style="list-style-type: none"> 5+ global roadshows done 	
<ul style="list-style-type: none"> SEPC/IEC export facilitation launched 		
<ul style="list-style-type: none"> Land & tax perks to 50% emerging districts 		
<ul style="list-style-type: none"> Investment-promotion cell for services setup under Invest MH 		



4 TOURISM

Increase average tourist stay and spend, enabled by responsible, safe and zero litter tourism

Maharashtra aims to increase the tourist footfall from 16Cr to 38Cr+. This will be enabled by 5 initiatives – develop 5 end-to-end tourism circuits, promote sustainable/responsible tourism, launch a global marketing campaign and attract private investments to develop destinations in a mission mode.

*11 national parks,
7 tiger reserves,
52 wildlife
sanctuaries,
India's 2nd
longest coast
(878-km Konkan)
with 10+ blue
flag ready
beaches and
unique natural
attractions such
as Lonar lake*

Maharashtra's achievements

Maharashtra's tourism holds the potential to offer India in a microcosm – evergreen Western Ghats, tiger-rich reserves, turquoise Konkan beaches, globally revered archaeological sites, popular religious towns and cosmopolitan magnetism.

Tourism industry, today, generates about INR 2.2 L Cr* GVA, accounting for 6.5% of the State's GVA across direct, indirect and induced effects. It is also a major employment engine, sustaining 11% of the State's workforce (>59L). In 2023, Maharashtra welcomed the highest number of foreign visitors in the country, with 0.33 Cr foreign visitors, and ranked seventh in domestic visitors, with 16.1 Cr domestic visitors. This is made possible by the State's extraordinary tourism endowments:

- **Diverse natural canvas:** 11 national parks, 7 tiger reserves, 52 wildlife sanctuaries, India's 2nd longest coast (878-km Konkan) with 10+ blue flag ready beaches and unique natural attractions such as Lonar lake
- **Cultural and heritage wealth:** 7 UNESCO sites including Ajanta Ellora (#5 most-visited ASI monument), religious destinations (Ashtavinayak, Shirdi, Ghrihshneshwar etc.), 350 forts, 2,000-year-old Buddhist viharas, Jewish and Parsi circuits, Peshwai wadas and pilgrim attractions like Pandharpur wari and Kumbh Mela. Mumbai is the only city with 5+ religious and cultural legacies together
- **Emerging wine & agri-tourism belt:** Nashik-Dindori-Pimpalgaon corridor hosts 50+ vineyards and India's largest wine park, anchoring weekend trails that pair cellar tours with farm-stays and grape-harvest festivals
- **Premier MICE destination:** Mumbai and Pune host one of India's busiest calendars of conventions, global summits (e.g. WAVES, G20) supported by landmark venues and India's first state-led Convention Bureau

Key opportunity areas

To achieve this, Maharashtra will have to tap into the following opportunities:

A. Enable elongated stays and higher spends:

A.1 Bridge the hospitality gap: Marquee attractions across the State typically draw day-trippers making average length of stay 1-2 days** (nearly half the national leisure average); opportunity to address lack of quality mid-range lodging and additional nearby activities with quality homestays and adventure/entertainment add-ons around popular destinations

A.2 Connect key transit cities to nearby attractions: Mumbai, Pune and Nagpur capture 18% of India's air arrivals and 85%** of Maharashtra's air arrivals, yet most passengers bypass nearby attractions due to weak last-mile links and scant "airport-to-attraction" packages; opportunity to create multi-modal connectivity that can turn transit flows into two-night stays

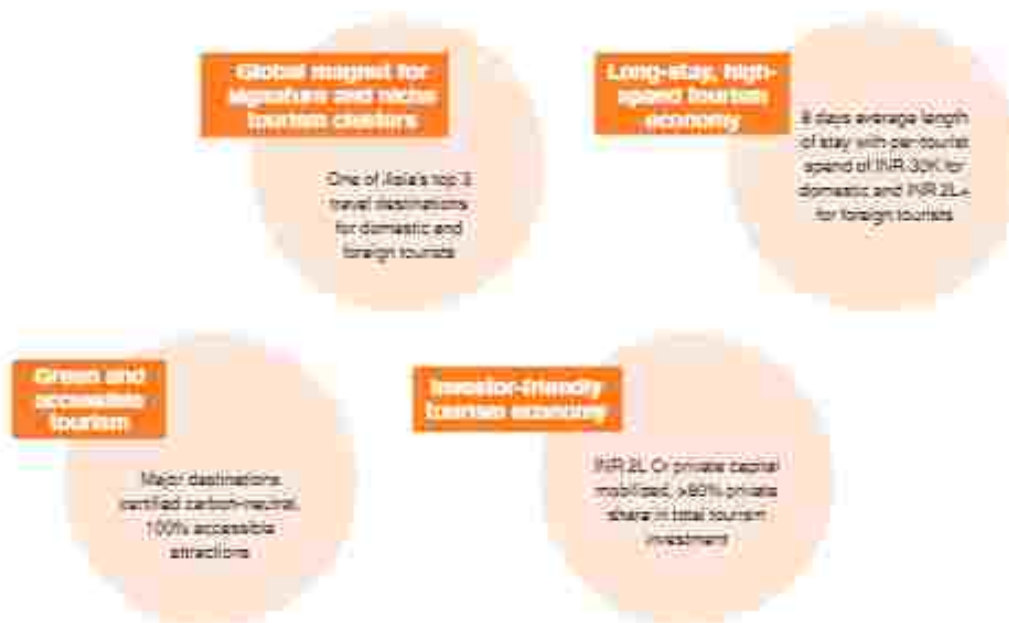
A.3 Increase engagement and revenue with use of immersive technology: Absence of integrated tourism data systems limit evidence-based planning, real-time demand forecasting, and visitor flow monitoring. Limited

Source
68: District Strategy Plans,
Government of Maharashtra
69: State Tourism Policy 2024
70: Airports Authority of India 2023
2024 Data

storytelling tools also curb engagement and spending; opportunity to establish a statewide tourism data observatory and use technology (e.g., deploy AR/VR, multilingual audio tours) to uplift on-site revenue per tourist

- B. **Create diversified destinations:** While the legacy destinations continue to attract tourists, Maharashtra can retain these tourists for longer by promoting hidden/unexplored gems (e.g., Lonar lake, sea forts, bird sanctuaries, islands) or creating in-demand attractions (e.g., mobile tent cities, theme parks, concerts, cruises, film shooting trails and studio tours)
- C. **Cultivate destination-ready talent:** Although ~4,000 hospitality graduates emerge annually, few receive site-specific training; micro-credential programs can convert local youth into a steady pool of certified digital guides

Vision and outcomes



To achieve the above, the State will track the following metrics:

Themes	Metric	MH Current	India Current	2029	2035	2047
Global magnet for experience-rich travel	Domestic tourist footfall (#, Cr) ¹	16	251	18	25	35
	Foreign tourist footfall (#, Cr) ¹	0.3	0.95	0.6	1	3.3
Long-stay, high-spend tourism economy	Average length of stay – domestic (# days)	1.6	NA	3	5	8
	Average length of stay – foreign (# days) ²	2	22.7	3	5	8
	Average spend value per domestic tourist (INR) ³	6,700	NA	10,000	20,000	30,000
	Average spend value per foreign tourist (INR) ³	44,700	NA	75,000	1,00,000	2,20,000
	Direct tourism employment (#, L) ⁴	59	762	65	70	80
Green and accessible tourism	Beaches with Blue Flag certification (#)	0	13	3	7	10
	Cumulative private tourism investment (INR L Cr) ⁵	0.005	NA	0.3	1	2

Key initiatives

01

Develop eight tourism themes with focus on five priority tourism circuits

02

Establish Circuit Management Organizations (CMOs) for end-to-end tourism circuit development

03

Align policies and institutions to sustain >75% private investment in tourism infrastructure

04

Launch a global branding campaign to build an iconic tourism identity

05

Digitize travel and develop a tourism data ecosystem

1. Develop eight tourism themes with focus on five priority tourism circuits

Objective: Establish eight tourism themes integrated across tourism circuits, initiating development with five priority circuits to create thematic experiences

Key elements:

1.1 Develop eight tourism themes with a phased-development strategy: Initially amplify existing marquee sites, then elevate under-served attractions in under-explored areas (e.g. stepped wells, petroglyphs, Markanda Deo, Lonar lake) and lastly focus on developing new greenfield destinations (like theme parks, submarine museums) (refer Exhibit 1)

1.2 Prioritize five tourism circuits for integrated management:

1.2.1 Define circuits based on a connected route combining multiple destinations within geographic proximity (refer Exhibit 2)

1.2.2 Develop these circuits with clear entry and exit points, robust connectivity, integrated infrastructure and seamless visitor services.

Source

81: India Tourism Data Compendium 2024

82: India Tourism Data Compendium Key Highlight 2024, Department of Tourism, EAC 2023

83: Note: Figures are not adjusted for depreciation, reported based on nominal estimates

EXHIBIT 1: Tourism themes and potential attractions

S. No.	Tourism theme	Potential attractions
1	Forts and heritage	<ul style="list-style-type: none"> • Curated trek circuit (e.g., "Forts of Shivaji") tracing the Chhatrapati's life—from Shivneri (birth) to Raigad (coronation) and Sinhagad (last battle) • Drone-mapped AR battles & holographic guides for 17th-century sieges • Annual "Maratha Citadels" ultra-trail marathon & cultural festival • Select water & hill forts leased to premium brands for heritage fort resorts and destination weddings
2	Flora and Fauna	<ul style="list-style-type: none"> • Guided "Big Five of Maharashtra" drives (tiger, leopard, sloth bear, gaur, giant squirrel) with pop-up luxury glamping camps and deck-front wildlife viewing in buffer zones • Elevated boardwalks and electric-boat tours at Thane Flamingo Sanctuary • Kaas pathar bloom trails • Agritourism and "Pick-Your-Own" festivals with guided mango, grape and strawberry farm tours, bullock-cart trails, organic cooking masterclasses • Honey tourism with guided apiary visits and honey-fasting workshops
3	Aqua (Coastal and Inland)	<ul style="list-style-type: none"> • Konkan coast with blue-flag beaches, luxury marinas and yacht clubs • Signature water adventure hubs with surfing, kiteboarding, jet-ski, rafting, kayaking, submarine (INS Guildar) and cruise arenas • Coastal cuisine shacks and curated food promenade celebrating Mahari, Maratha and Koli flavours, local-spirits mixology bars • Privately owned/ managed eco-luxury water villas and mangrove spas
4	Island	<ul style="list-style-type: none"> • Genting or Sentosa style integrated resorts with marinas, year-round water sports and entertainment facilities leveraging state's 62 coastal islands
5	Experiential	<ul style="list-style-type: none"> • Nashik wine and craft-spirits route with chauffeured vineyard safaris, cellar masterclasses, sunset harvest dinners and an annual "India Wine Week" • Village life immersions offering mud-house stays, forest cycling lanes, pottery and folk art/ dance/ music workshops • Tribal tourism showcasing tribal heritage, culture and lifestyle • Holistic wellness retreats with doctor led ayurveda clinics, thermal spas • Mobile tent city on lakefronts with luxury canvas suites and solar kitchens • Vessel tourism - cruises, heritage trains, helicopters, caravans, submarine • Heritage collection showcases and niche hobby museums for art tourism • Intangible cultural heritage for tourists to experience traditional arts, festivals (e.g., Mumbai's Ganpati Festival, Pandharpur Wari)

6:	Religious and Spiritual	<ul style="list-style-type: none"> • "Divine Maharashtra" mega-corridor integrating Jyotirlingas, Ashtavinayak and Shaktipeethi with hop-on electric pilgrim buses • Buddhist circuit with Ajanta, Ellora, Pandav and Karheri caves • Ramkal path from Ranikund to Kalarani temple and Kurubh Mela in Nashik • Age-friendly facilities with robotic e-rickshaws, medical kiosks and digital Darshan Pass with single QR for crowd-free entry across all major temples
7:	Global destinations: Mumbai & Pune	<ul style="list-style-type: none"> • Flagship projects such as Mumbai Marina, Gateway Waterfront • Mumbai as MICE and cruise tourism hub of India; target of 1Mn cruise passengers annually by 2030 • Full-scale replicas of celebrated global landmarks e.g. Burj Khalifa, Eiffel Tower, Statue of Liberty along the Mumbai-Pune corridor • Theme and amusement parks such as Disneyland, Universal Studios • Annual Mumbai Carnival as 10-day waterfront extravaganza blending Rio-style Street floats, sunset yacht regattas and open-air music blocks
8:	Growth Hub and MICE	<ul style="list-style-type: none"> • International summits, conferences, trade fairs and world expos e.g., WAVES, Travel and Tourism Fair • Year-round global concert calendar with stadium shows featuring marquee international artists, celebrated national artists and popular music festivals



Illustrative

Nashik, Chhatrapati Sambhajnagar and Ahilyanagar

Religious and spiritual destinations

- Jyotirlinga
- Ram Kai Path, Nashik Kumbh Mela
- Shirdi Sai Baba temple
- Pandavleni Buddhist caves
- Ajanta-Eltora
- Khuldabad Sufi dargahs



Other destinations

- **Experiential destinations**
e.g. Vineyards, Agro-Tourism
- **Forts and heritage destinations**
e.g. Daulatabad, Bibi ka maqbara

Konkan Coast

Aqua destinations

- Tarkarli & Dapbagh blue-flag beaches
- Malvan Marine Sanctuary diving
- Vengurla jet-ski hub
- Dolphin cruises off Nivati
- INS Galgar submarine tourism



Other destinations

- **Forts and heritage destinations**
e.g. Raigad fort, Sindhudurg Sea Fort, Vijaydurg Fort
- **Island destinations**
e.g. Island sports park, Kolamb Creek islands

Pune and Satara

Forts and heritage destinations

- Shivner
- Sinhgad
- Raigad
- Torna

Forts and fauna destinations

- Lonavala
- Mahabaleshwar
- Kasa Plateau



Other destinations

- **Religious and spiritual destinations**
e.g. Dagdusheth Halwai Ganapati temple, Jejuri temple
- **Global destinations**
e.g. Hinjawadi tech-park business events, Balewadi Sports Complex concerts

Nagpur, Chandrapur and Gadchiroli

Fauna and fauna destinations

- Tadoba-Andhari tiger reserve
- Pench
- Nagzira wildlife sanctuary
- Bhambargadh wildlife sanctuary



Other destinations

- **Experiential destinations**
e.g. Orange-farm agritourism, Futala & Ambazari lakeside promenades

Mumbai

MICE

- Bandra-Kurla Complex convention district
- Bombay Exhibition Centre
- DY Patil & Wankhede stadium concerts
- NCPA waterfront venue
- NMAGC



Other destinations

- **Global destinations**
e.g. Bandra-Worli Sea Link vista decks, theme parks
- **Aqua destinations**
e.g. cruise and yacht tourism, mamas

2. Establish Circuit Management Organizations (CMOs) for end-to-end tourism circuit development

Objective: Establish professional, Public-Private Partnership (PPP) based CMOs for priority tourism circuits to manage end-to-end operations including upkeep, conservation, visitor experience and sustainability

Key elements:

Set up PPP-based CMOs that take full responsibility for circuit development, operations, and maintenance. Responsibilities of the CMO include:

Conduct regular access and safety audits, then retrofit all attractions with ramps, tactile paths, Braille or audio guides, and inclusive washrooms to deliver barrier-free experiences

2.1 Draft investor-ready tourism master plans: Develop detailed, high-quality circuit level master plans covering tourism themes, curated itineraries, connectivity requirements, infrastructure upgrades, and service benchmarks in partnership with private stakeholders

2.2 Ensure world-class infrastructure and visitor amenities:

2.2.1 All-weather road linkage connecting every attraction in a circuit

2.2.2 Green mobility options (e.g. EV/Hydrogen buses) equipped with washrooms, last-mile shuttles, bicycle rentals, coastal jetties

2.2.3 Circuit-wide amenities e.g. Wi-Fi, telecommunication, restrooms, hotels, restaurants, and emergency services

2.2.4 Coordinated physical and digital signage across circuits to provide seamless navigation

2.2.5 AI-enabled visitor services e.g. digital guides, AR/VR experiences

2.3 Upgrade safety and accessibility: Conduct regular access and safety audits, then retrofit all attractions with ramps, tactile paths, Braille or audio guides, and inclusive washrooms to deliver barrier-free experiences

2.4 Implement carrying-capacity based planning: Enable access control at eco-sensitive sites (forests, coasts, monuments) and dynamically adapt flows to ensure preservation and quality of experience

2.5 Promote responsible and sustainable tourism:

2.5.1 Enforce zero-waste and anti-littering regulations across circuits

2.5.2 Introduce cleanliness-linked incentive programs for guides and service providers

2.5.3 Establish sustainability standards for hotels, homestays, attractions, and transport, integrate carbon footprint calculators into ticketing platforms

2.5.4 Incentivize green mobility adoption (EVs, bicycles, solar facilities)

2.5.5 Run awareness campaigns and digital nudges promoting "leave no trace", water conservation, and respect for heritage

2.6 Facilitate private and community participation:

2.6.1 Fast-track permits and provide performance-linked incentives for operators in car rentals, F&B, events, and other tourism services

2.6.2 Build community-linked entrepreneurship by training eco-guides and homestay operators

Forge a single, unforgettable identity that propels Maharashtra into the world's must-visit list and lifts the State to India's top three states for domestic and international tourism

3. Align policies and institutions to sustain >75% private investment in tourism infrastructure

Objective: Position Maharashtra among Asia's top three destinations for tourism FDI through a coordinated push for joint ventures, PPPs and direct private investment with an incentive-enabled, sustainability focused policy framework.

Key elements:

- 3.1 **Regularly refine tourism policy to accelerate new initiatives and attract investment:** For example, incentivize ultra-mega investments (using tools like capital subsidies, interest subventions, industry tariff mandates), ensure adequate land banks and address emerging tourism practices (e.g., use of frontier technology, climate resilience, vessel tourism).
- 3.2 **Launch global outreach program:** Run a five-year "Invest in Experience Maharashtra" campaign across priority investor nations, publish and update project prospectus (with IFR, title status, risk allocation matrix etc.) and headline annual summits plus roadshows at ITB Berlin, WTM London and Arabian Travel Market Dubai
- 3.3 **Provide seamless investor services:** Operate single-window clearances, capital subsidies, tax benefits, and flexible long-term leases targeted at PPP and direct investment in hotels etc. and setup Tourism Investment Cells in Mumbai, Singapore, Dubai and other hubs for concierge support
- 3.4 **Leverage sponsorships and partnerships:** Crowd-in funding for technological pilots (ropeways, vessel-based stays, AI solutions), secure brand sponsorships for social-media and OTT content, and engage NGOs to embed community benefits in every investment
- 3.5 **Ensure skilled workforce:**
 - 3.5.1 Set up a Tourism University and run targeted skill-enhancement programs (refer Education and Skilling Chapter)
 - 3.5.2 Launch destination specific micro-credentials for local youth e.g. fort guide, eco trail interpreter

4. Launch a global branding campaign to build an iconic tourism identity

Objective: Forge a single, unforgettable identity that propels Maharashtra into the world's must-visit list and lifts the State to India's top three states for domestic and international tourism

Key elements:

- 4.1 **Craft a unified brand identity:** Develop signature brand, logo, tagline and narrative reflecting State's diversity (e.g., Saundaryatun Samruddhi, Experience Maharashtra); further enhanced with circuit specific campaigns (e.g., Maharashtra by the Coast, Sacred Maharashtra)
- 4.2 **Execute a global omni-channel roll-out:**
 - 4.2.1 High-impact visuals, advertisements, films etc. tailored for different traveller segments (family, solo, adventure etc.)

*Showcase at
global travel
expos and
roadshows with
"Experience
Maharashtra"
pavilions at
flagship fairs*

- 4.2.2 Branding across digital (influencer-led social media campaigns) and physical (airports, metros, malls, international cities) platforms
 - 4.2.3 Showcase at global travel expos and roadshows with "Experience Maharashtra" pavilions at flagship fairs
 - 4.2.4 Seat-back videos and co-branded amenity kits with 2-3 international airlines and embed "Experience Maharashtra" QR codes on buses and trains
 - 4.2.5 Immersive brand installations and experience pods at airports, metro stations and key events globally
- 4.3 **Mobilize ambassadors and influencers:** Appoint multiple global and Indian brand ambassadors/ influencers aligned to priority markets/ audience
 - 4.4 **Forge reciprocal tourist-facilitation MoUs:** Partner with other states and countries so each side provides concierge desks, multilingual helplines and fast-track services for the other's visitors

5. Digitize travel and develop a tourism data ecosystem

Objective: Build an integrated statewide tourism data repository and digital travel ecosystem to capture and analyze real-time visitor flows and ensure seamless travel across destinations

Key elements:

- 5.1 **Create statewide tourism dashboard:** Design and deploy a central observatory that aggregates data from ticketing and mobility platforms, accommodations and other service providers, enabling real-time demand forecasting, trend analysis, and evidence-based policy making
- 5.2 **Digitize visitor journey touchpoints across marquee destinations:**
 - 5.2.1 Roll out end-to-end digital systems for ticketing, stays, transport
 - 5.2.2 Deploy digital entry management to regulate visitor inflow and enforce capacity limits, using real-time tracking to optimize distribution, enhance safety and support data-driven decisions
- 5.3 **Integrate private sector platforms:** Partner with online travel agencies (OTAs), mobility apps, and fintech providers to integrate local attractions and services into mainstream digital channels, expanding market visibility and enabling direct-to-customer access
- 5.4 **Build monitoring and feedback loops:** Incorporate visitor satisfaction surveys, service ratings, and compliance dashboards to track hygiene, accessibility, and service quality; deploy AI-enabled analytics to generate predictive insights for operators and policymakers

Roadmap

2024-25	2026-35	2036-47
1. Develop eight tourism themes with focus on five priority tourism circuits		
<ul style="list-style-type: none"> Eight themes notified and destinations across State categorized under themes (2026) Designate five priority tourism circuits (2026) 	<ul style="list-style-type: none"> Expand to 10 tourism circuits 	<ul style="list-style-type: none"> Maharashtra ranks in Asia's top 3 tourist destinations
2. Establish Circuit Management Organizations (CMOs) for end-to-end tourism circuit development		
<ul style="list-style-type: none"> PPP CMOs operational in all five priority circuits (2027) Master plans finalized for priority circuits (2026) Core infrastructure upgrades completed across priority circuits 50% of circuit infrastructure with green certification 25% green mobility share in prioritized circuits 	<ul style="list-style-type: none"> 10 tourism circuits established with PPP CMOs managing end-to-end operations 	<ul style="list-style-type: none"> Maharashtra globally recognized for world-class managed sustainable tourism circuits
3. Align policies and institutions to sustain >75% private investment in tourism infrastructure		
<ul style="list-style-type: none"> Tourism policy amendments notified (2026) Five-year "Invest in Experience Maharashtra" campaign launched (2027) Digital single-window Investor Portal and state land bank go live Tourism Investment Cells open in Mumbai, Singapore and Dubai 5 ultra-mega projects via PPPs signed (2026) 	<ul style="list-style-type: none"> Private capital share of cumulative tourism spend crosses 50% 15 ultra-mega projects established under PPPs 	<ul style="list-style-type: none"> Maharashtra sustains >80% private share in new tourism infrastructure, one of Asia's top three investment destinations
4. Launch a global branding campaign to build an iconic tourism identity		
<ul style="list-style-type: none"> Signature master brand unveiled (2026) Multi-channel campaign for brand awareness launched (2027) Pavilions at all major roadshows established 5 global and 5 Indian ambassadors signed (2027) 	<ul style="list-style-type: none"> Brand presence extended to foreign cities, every Tier-1 Indian airport and major metro; content in local languages 	<ul style="list-style-type: none"> Maharashtra ranks in Asia's top 3 tourist destinations
5. Digitize travel and develop a tourism data ecosystem		
<ul style="list-style-type: none"> 100% digital ticketing (2026) Full cashless adoption across all priority circuits (2027) Statewide tourism data dashboard operational with real-time integration from marquee destinations (2026) 	<ul style="list-style-type: none"> Complete statewide digital travel ecosystem covering all marquee and circuits 	<ul style="list-style-type: none"> Maharashtra recognized for integrated digital tourism and seamless travel experience

SUSTAINABLE

Themes and corresponding departments

5

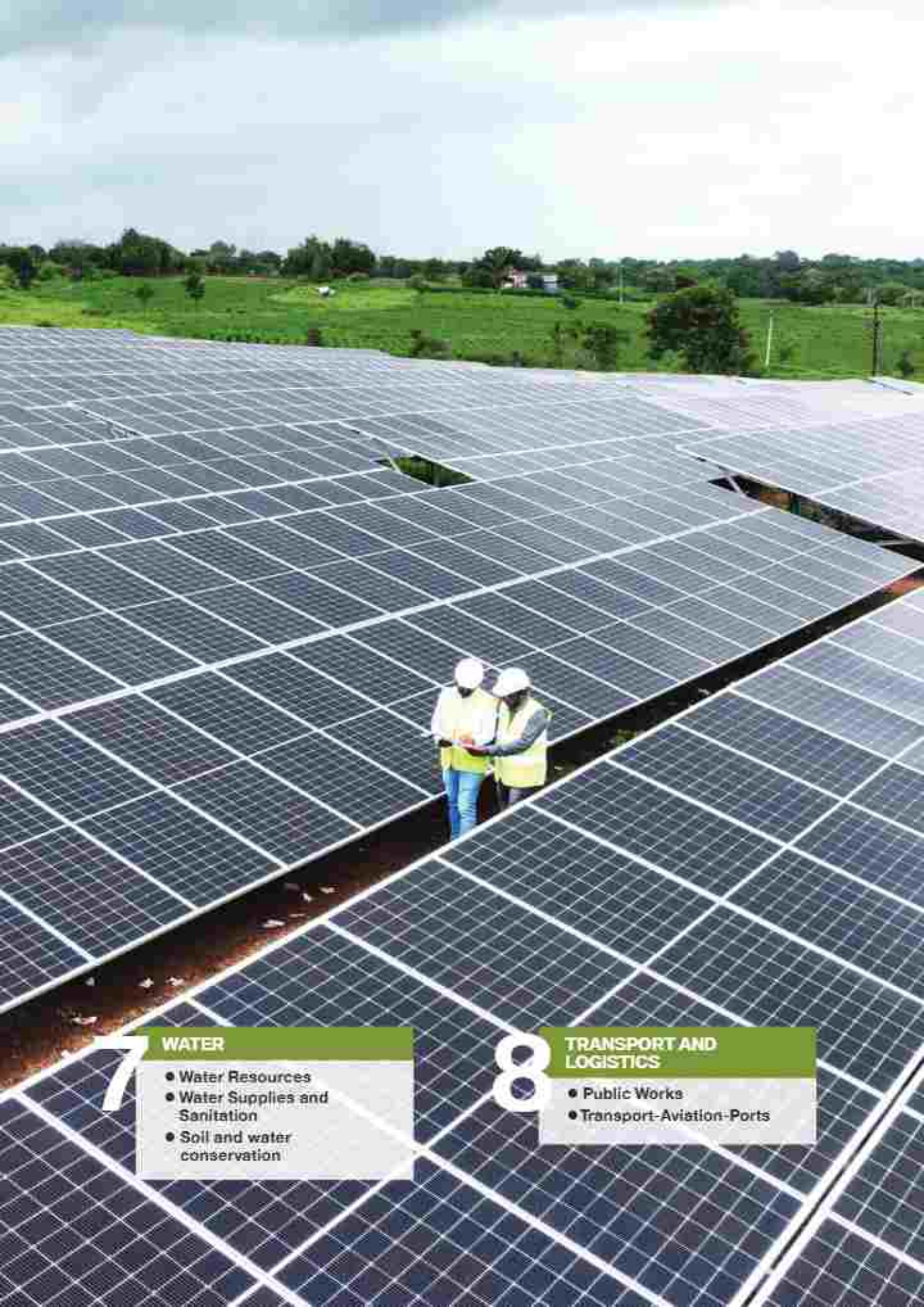
URBAN DEVELOPMENT

- Urban Development 1
- Urban Development 2
- Housing

6

ENERGY AND SUSTAINABILITY

- Energy
- Revenue
- Forests
- Environmental and Climate Changes



7

WATER

- Water Resources
- Water Supplies and Sanitation
- Soil and water conservation

8

TRANSPORT AND LOGISTICS

- Public Works
- Transport-Aviation-Ports



5 URBAN DEVELOPEMENT

Make cities slum free, resilient with affordable housing, full employment, easy access to public transport and circularity

Maharashtra aspires to attain a 75% clean energy mix, offering reliable power at globally competitive prices, reducing AT&C losses to 5%. This will be enabled by 7 initiatives – invest in renewable energy, modernize the grid for flexibility and resilience and lead in nuclear energy. Maharashtra will attain 33% green cover, and scale decarbonisation, green mobility and circularity.

Maharashtra's achievements

Maharashtra is India's second most populous and most urbanized state with 48.5% of its 1.26 Mn residents living in cities⁶⁴. Urban centres have been the growth drivers for state economy, powered strong industrial and services sectors

- Maharashtra leads India with the highest urban GDP at USD 275 Bn⁶⁵
- In 2025, 'State Housing Policy' introduced to address significant housing shortage, particularly for the Economically Weaker Sections and Low-Income Groups. The policy focuses on transit-oriented development, cluster redevelopment, greenfield development for vulnerable groups, slum rehabilitation and creation of a State Housing Information Portal, the Maha-Awas Fund
- Maharashtra's cities demonstrate high ease of living⁶⁶, supported by 99%+ waste collection, 87% tap water coverage, and 100% electrification⁶⁷

Key opportunity areas

By 2047, state is projected to be 67-70% urbanised, with 100 Mn+ urban residents, an urban GDP of USD 3.5-4 Tn and per capita urban GDP of nearly USD 39K (refer Exhibit 1). It is critical to ensure that the cities driving this growth are sustainable and livable.

EXHIBIT 1: Urban population, GDP and per capita income (PCI)⁶⁸ projections for 2047



Source: Ministry of Urban Affairs, Government of Maharashtra (2023); Ministry of Urban Affairs, Government of Maharashtra (2023)

- A. **Enable balanced urban growth:** 7 of the most urbanized districts contribute to 54% of state GDP but house around 36% of state's population⁶⁹ and attract over 66% of intra-state migrants (e.g., Mumbai-Thane, Pune-Ahilyanagar, Nagpur)⁷⁰. This highlights an opportunity to decongest these hubs and develop other areas

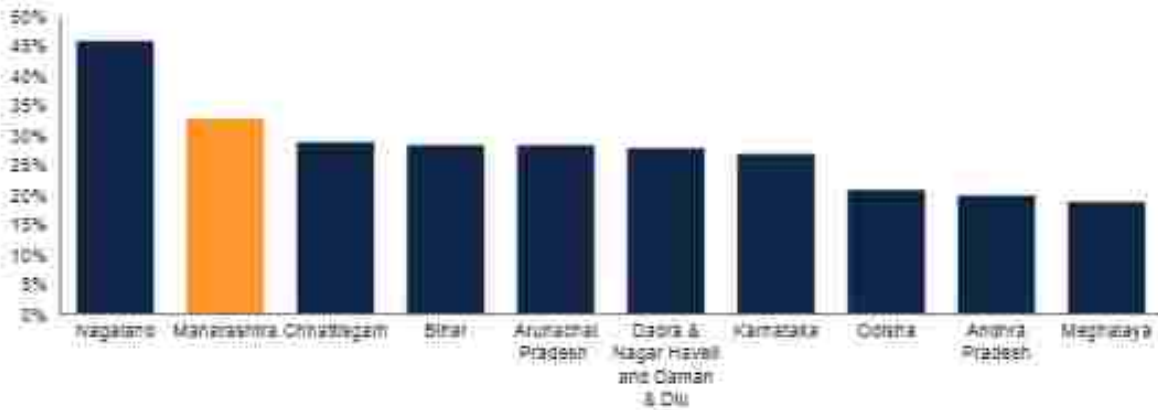
Source:

- 64. NITI Aayog, Summary report for State of Maharashtra (2023)
 - 65. Note: For 2022, Maharashtra's share of urban GDP accounted as 60.8%. Source: HCFC Securities, Rural India (2023)
 - 66. Pune, Nan Mumbai, Greater Mumbai ranked top 10 in Ease of Living Index (2023). Source: Press Information Bureau
 - 67. Economic Survey of Maharashtra 2024-25
 - 68. Note: Figures not adjusted for depreciation, based on nominal GDP estimates
 - 69. Press Reports
 - 70. Journal of Research in Humanities and Social Science, Patterns of Population Migration in Pune, Maharashtra (2021)
- Source: Multiple Indicator Survey (NSG Round 78), (2020-21)

- D. Develop affordable urban housing, including rentals:** Maharashtra has 33.3% of urban households living in slums⁷¹ - the highest among major states (refer Exhibit 2). This is an opportunity to redefine urban livability through affordable and modern housing for not just low-income groups but also for attracting talent.

EXHIBIT 2: State-wise share of urban households living in slums (2020-21)

Share of urban households living in slums / squatters (2020-21)



- C. Enhance urban mobility through public transport:** Across Maharashtra's 44 cities, only 14 have formal bus services. State averages 15 buses per lakh people, below the ideal 40-60 benchmark⁷². Metro coverage remains limited to ~170 km across 5 cities (Mumbai, Pune, and Nagpur). Opportunity to expand integrated, high-capacity public transport across the state.

- D. Develop water-resilient cities⁷³:** 30 of 36 districts are facing water stress, only 41% of urban sewage is treated and 4% is reused. Opportunity to focus on building circular water infrastructure for sustained water adequacy.

- E. Drive sustainable waste management⁷⁴:** While Maharashtra generates 24,000+ MT of waste daily, only ~67% recycled (only 41% in Class C councils). Opportunity for the state to build material circularity and manage waste effectively.

- F. Lead urban green mission⁷⁵:** Major cities experience declining winter air quality (e.g., Mumbai and Pune's AQI peaked around ~200 in November 2024⁷⁶) and limited open spaces, highlighting the need to expand green infrastructure.

- G. Streamline urban governance and planning framework:** Out of 18 functions, Urban Local Bodies (ULB) have full jurisdiction over 10, with key functions (e.g., urban planning, creation of parks, slum improvement) often overlapping with implementing agencies⁷⁴. This limits their capacity to undertake key initiatives. Opportunity to unlock more efficient urban governance with structural reforms.

Source

71: Multiple Indicator Survey (NIS Round 79), (2020-21)

72: (TDP India Analysis, Maharashtra's Cities in Urgent Need of 24,000 New Buses (2025)

73: Economic Survey of Maharashtra (2024-25), Nil Aayog - India Climate and Energy Dashboard.

74: Economic Survey of Maharashtra (2024-25) and Press Reports

75: Press Reports
76: CAG Report on Efficacy of Implementation of 74th Constitutional Amendment Act in Maharashtra

Vision and Outcomes⁷⁷

Economy and Investment

USD 3.5-4 Tn urban GDP, growing at >12% nominally and urban per capita income >USD 39K

Livability

India's most liveable cities with slum free areas, reliable water supply, and walkable 15-minute neighbourhoods built around high-quality mass transit

Sustainability

Home to cutting-edge startups, strengthened MSME ecosystems, vibrant rural enterprises, and strong women-led businesses

To achieve the above, the State will track the following metrics:

Themes	Metric	MH Current	India Current	2029	2035	2047
Economy and Investment	Per capita urban GDP (in 000' USD)	4-4.5		12	>17	>39
Livability	Cities ranked within top 100 most liveable cities worldwide (#)	-	-	1	2	>3
	Share of urban households living in slums/ squatters (%) ⁷⁸	33.3	16.3	<20	<10	<1
	Share of population using public transportation ⁷⁹ (%)	21%	-	>30	>40	>55
	Air Quality Index Range (AQI) in Major Urban Centres ⁸⁰	81	-	<70	<50	<30
	Share of urban households within 0.5 km of public open spaces (%) ⁸¹	64.6	64.8	>70	>85	>99
Sustainability	Share of municipal solid waste treated (%) ⁸²	61.2	53.7	100	100	100
	Share of sewage treated in urban areas (%) ⁸³	41	27.9	>60	>80	>99

Source

77: Note: 12% nominal growth rate does is based on nominal GDP estimates not adjusted for depreciation

78: Centre for Economic Data & Analysis, Ashoka University (2023) and Multiple Indicator Survey (MIS Round 79), 2020-21

79: Note: Calculated based on average bus and metro ridership across Mumbai, Pune, and Nagpur (FY 24)

80: Economic Survey of Maharashtra (2024-25)

81: Multiple Indicator Survey (MIS Round 79), 2020-21, Economic Survey of Maharashtra (2024-25)

82: Economic Survey of Maharashtra (2024-25), Annual report on Implementation of Solid Waste Management Rules, CPCB (2021-22)

83: Press reports

Key Initiatives

01

Create and institutionalize 10+ empowered Regional Development Authorities (RDAs), and autonomous ULBs with full funding roadmap for integrated urban growth

02

Create 50+ well-planned, mixed-use urban clusters anchored on region-wise urban economic drivers

03

Enable systematic densification of urban centers via transit-oriented development, cluster and slum redevelopment

04

Enable construction of 6-7 Mn affordable housing units with 20-30% as rental units

05

Roll out 1100-1200 km of metro/ mass rail transit system and 50K-60K clean energy buses

06

Implement a state-wide urban green mission

1. Create and institutionalize 10+ empowered RDAs, and autonomous ULBs with full funding roadmap for integrated urban growth

Objective: Creating streamlined urban governance structure devolving fiscal, administrative, and planning powers across state, regional, and local levels

Key elements

- 1.1 **Setup state urban planning cell** within Urban Development department to:
 - 1.1.1 Draft state, region specific 5, 10, 25-year urbanisation plans and track KPIs at any level for economic growth, liveability and sustainability
 - 1.1.2 Reform key urban development laws (MOFA, MRTP, Maharashtra Rent Control Act, RERA) for integrated planning and development
- 1.2 **Create additional regional development authorities:** Expand from 5 to at least 10 RDAs (refer Exhibit 3). RDAs to be divided into a two-tier structure:
 - 1.2.1 **Metropolitan RDAs** for districts/ regions with USD 500Bn+ GDP potential and >10Mn urban population⁸⁴ in 2047 (e.g., MMR: 38–40Mn population, USD 1.4–1.6Tn GDP; PMR: 14–15Mn population, USD 500–550Bn GDP⁸⁵) – covering areas under district's municipal corporations, class A–C councils, and relevant peri-urban areas

Source

84: Note: Refers to population expected in municipal corporations & Class-A municipal councils in a district

85: Note: MMR and PMR refer to Mumbai Metropolitan Region and Pune Metropolitan Region, respectively

1.2.2 City RDAs for districts/ regions with USD 50Bn+ GDP potential and >0.8Mn population⁸⁸ in 2047 (e.g., Nagpur: 4-5Mn population, USD 230-260Bn GDP) – covering areas under district's municipal corporations, class A-B councils, and relevant peri-urban areas

1.5 Expand RDA mandate for integrated development:

1.3.1 Enable RDAs to prepare regional economic master plans and development plans with cascading mandates on municipal bodies

1.3.2 Empower RDAs to plan and develop key regional infrastructure such as transportation (roads, mass transit facilities), logistics integration, utilities – power, water, solid waste, and sewage management, affordable housing, development of economic growth clusters, and investment attraction

EXHIBIT 3: Illustrative distribution of RDAs by regions



Source
88 Note: Except for Chandrapur, Satara, Ahilyanagar, Sangli, whose populations are expected to be in between 0.3-0.8 Mn.

Create corporatized service delivery agencies (modeled on BEST) in large municipal corporations to leverage private expertise for delivery of key services (e.g., waste collection, water distribution etc.)

1.4 Enable functional autonomy for municipal bodies: Expand role beyond service delivery and regulatory functions to constitutionally assigned functions and economic development within city limits, in alignment with RDA planning (without the need for recurring Secretariat level approvals). This role will include management of urban clusters (master planning, ensuring ease of doing business and investment attraction); housing development, integrated transportation (e.g., TOD, multimodal hubs); land value capture (e.g., FSI/TDR regulations)

1.5 Institutionalize fiscal autonomy and funding road maps for RDAs and municipal bodies:

1.5.1 Empower RDAs and municipal bodies to raise funds for capital and operating expense. Illustrative measures include land monetization, transfer of government land, user charges/ fees (e.g., parking levies, property charges, congestion fees); revenues from additional FSI, infrastructure cess, related charges and alternate financing (e.g., PPPs, InvTIs, municipal bonds)

1.5.2 Enable systematic devolution of funds from state to cities (e.g., state finance commission recommending allocation of up to 20-23% of city-generated GST equally between relevant RDA and ULBs)

1.5.3 Strengthen financial management to improve creditworthiness and unlock capital support from Central/State government using regular audits or by launching NIFTY50 like ULB credit rating index

1.6 Streamline governance in RDAs and municipal bodies: Implement measures to enable transparent decision-making. For example,

1.6.1 Govern RDAs with corporate board led by domain-expert CEOs, ensuring RDAs operate as corporatized agencies

1.6.2 Create corporatized service delivery agencies (modeled on BEST) in large municipal corporations to leverage private expertise for delivery of key services (e.g., waste collection, water distribution etc.)

1.6.3 Establish mayor-in-council system i.e., office of directly elected mayors in municipal corporations with up to two 5-year terms with veto powers, managing councils including municipal commissioner

1.6.4 Upgrade Class A municipal councils to municipal corporations

Build institutional capacity in municipal bodies and RDAs:

1.6.5 Undertake economic and spatial planning (e.g., development of housing plans, mini-city hubs of 5-80 acres and climate resilience)

1.6.6 Set up dedicated EoDB units for faceless approvals, investor desks, sectoral promotion (e.g., tourism) and talent attraction

2. Create 50+ well-planned, mixed-use urban clusters anchored on region-wise urban economic drivers

Objective: Accelerate urban GDP growth to 12-13% (1.5-2% above the state average) by developing urban clusters of 100-8,000 acres, sized according to their economic potential and infrastructure requirements

EXHIBIT 4: Illustrative economic growth drivers across urban centers

Urban centre	Economic growth drivers
Mumbai Metropolitan Region	• Financial services, new-age tech services, Logistics, Media & entertainment, Tourism, Global capability centres, Data centres
Pune Metropolitan Region	• IT enabled services, Auto and auto components, Electronics, Pharma, Robotics, Tourism
Nagpur	• Agro-processing, Defence and aviation, Steel manufacturing, Auto and auto components
Solapur	• Textiles, handloom, Chemicals, Agro processing (sugarcane, grapes, oilseeds etc.)
Ch. Sambhajinagar	• Auto and auto components, electronics, Pharma, Agro processing (beverages, seeds, leather, rubber), Chemicals (pesticides), Biotech, metals (aluminium)

Key elements:

- 2.1 **Establish region-specific investment drivers:** Anchor each urban center around core economic drivers (refer Exhibit 4) as identified by RDAs and municipal bodies in their economic master plans, supported by key infrastructure like dedicated industrial zones, incentives, multimodal passenger and logistics hubs (Refer Industries and Services chapters)
- 2.2 **Create mixed-use urban clusters:** Integrate economic, spatial, and infrastructure development strategies across urban areas governed by RDAs and municipal corporations to plan 50+ urban clusters (e.g., industrial cities, tourism hubs, med/edu-cities) and core business districts across each mega-metropolitan region and emerging urban centers. Equip with robust mass transit, mixed-use zoning, flexible/global FSI, and dedicated space for green areas/ water bodies/ recreational amenities.
- 2.3 **Build planned greenfield hubs near strategic infrastructure:** Create greenfield mixed-use hubs near key infrastructure corridors like Shaktipeeth, Samruddhi Expressway, metro and bullet train stations (refer Exhibit 5). Redevelop areas around these high-density hubs as mixed-use zones with integrated commercial, retail zones, public amenities etc.

3. Enable systematic densification of urban centers via transit-oriented development, cluster redevelopment

Objective: Enable urban centers to evolve into compact, connected, and resource-efficient ecosystems enabled by resilient urban service delivery

Key elements:

- 3.1 **Redevelop urban clusters:** Transform fragmented urban areas into high-density, mixed-use neighborhood clusters with housing, essential amenities

3.2 Promote transit-oriented development and drive vertical growth: Concentrate growth around major transit corridors, designing compact, walkable neighborhoods within 1 km of high-frequency public transport access. Leverage flexible, location-sensitive floor space index (FSI) and transferable development right (TDR) bands for this.

3.3 Ensure robust infrastructure for service delivery (water supply, waste management, sanitation) to address population growth and densification.

4. Enable construction of 6 -7 Mn affordable housing units

Objective: Eliminate all urban slums across Maharashtra and ensuring access to safe, dignified, and affordable housing for every citizen.

EXHIBIT 5: 19 planned clusters identified under MMR's economic master plan

10 planned cities – 5 Urban cities and 5 industrial cities

5 Urban cities

1. MTR's influence area
2. NAMA 12 TP schemes
3. Angaan-Sape new city as affordable housing and logistics hub
4. NAMA (4 parcels)
5. MBFT land for redevelopment

5 Industrial cities

1. Vadhasan industrial city
2. Khalapur-Panvel cluster
3. Kharbay integrated logistics cluster
4. Digh industrial city
5. Integrated logistics park at Padeghar

2 tourism development hubs

1. Alibag
2. Madh & Gorai

7 business districts

1. BKC
2. Wadala financial center
3. Navi Mumbai serocity
4. Integrated business district at Kharghar
5. EduCity, MediCity
6. Planned hubs around Bolar and Virar bullet train stations
7. Goregaon film city



15 TOD-based systematic redevelopment

20+ Development of upcoming stations along metros / rails as mixed-use transit hubs

Key elements

4.1 Unlock idle and underutilized land: Tax undeveloped plots, unlock idle government land, fast-track housing approvals, and promote land pooling with compensation through housing or equity, focusing on slum rehabilitation and peri-urban growth.

Global case examples

China charges a 20% tax on the land price if urban property is left undeveloped for a year, with confiscation after two years.

4.2 Enable innovative and sustainable housing finance: Establish innovative housing financing measures for EWS/LIG families (e.g., state-backed mortgage guarantee scheme, state backed mortgage securitization etc.)

EXHIBIT 6: Region-wise current-estimated length of mass rail transit systems

District	Metro Length (in KM)	
	2024	2047
Mumbai MR	59	500+
Pune MR	33	200-250
Nagpur	38	80-90
Nashik	-	95-105
Ch. Sambhaji Nagar	-	70-80
Others ²⁷	-	-

Develop rental housing for professionals through hostels, studio and serviced apartments, and ensure industrial affordable housing

- 4.5 **Promote rental housing for talent and industry attraction:** Develop rental housing for professionals through hostels, studio and serviced apartments, and ensure industrial affordable housing (refer industry chapter)

5. Roll out 1100-1200 km of metro/ mass rail transit system and 50K-60K clean energy buses

Objective: Reduce average commute time for all urban residents by expanding metro (or other mass rail transit systems) and clean bus fleets, supplemented by first and last mile connectivity

Key elements:

- 5.1 **Expand mass rail transit system:** Build 1100-1200 km of mass-routes across mega metropolitan regions and emerging urban centres (refer Exhibit 6) with interchanges at airports, railway hubs, and new commercial centres

5.2 **Create a climate resilient bus ecosystem:**

- 5.2.1 Deploy 50-60K low-emission buses (EVs, green hydrogen) with real-time tracking, and passenger information systems to achieve one high-frequency bus per 1,500 residents
- 5.2.2 Develop renewable energy-powered, and CCTV-enabled bus shelters with dynamic arrival boards and air-conditioned seating

5.3 **Ensure long-term viability of bus operations**

- 5.3.1 **Establish autonomous bus authority** under Unified Metropolitan Transport Authority (UMTA) with financial autonomy, regulatory powers, and capacity to plan, procure, monitor bus operations
- 5.3.2 **Strengthen financial sustainability** with self-sustaining models. For e.g., gross cost contracts with defined performance standards and penalties; monetisation of strategically located bus depots for retail, parking, advertisements

- 5.4 **Enable feeder networks:** Develop and promote coordinated multimodal feeder services (e.g., e-cycle, rickshaws, shuttle buses) at all major transit hubs (e.g., metro, bus stations) for seamless first and last mile connectivity

²⁷ Source: These could include other emerging urban centres, such as Solapur, Kolhapur, Jalgaon etc.

3.5 **Integrate digital urban transit:** Launch a unified mobility card and integrated digital platform for seamless ticketing, journey planning, and real-time transit updates across all modes

6. Implement a state-wide urban green mission

Objective: Transform Maharashtra's urban areas into sustainable, climate-resilient, and livable ecosystems

Key elements:

6.1 **Develop material circularity and smart waste management practices**

6.1.1 Segregate waste at source across all urban areas, supported by AI-powered routing, GPS tracking, and digital monitoring for traceable and efficient waste collection

6.1.2 Develop circularity parks near industrial corridors for large-scale recycling of plastic, metal, and construction waste

6.1.3 Commission waste-to-value and bio-CNG plants to convert 60%+ of municipal solid waste into usable energy/ fuels

6.2 **Reclaim urban land:** Bioremediate legacy dumpsites and repurpose underutilized land to build or rejuvenate parks, waterfronts, multi-purpose central grounds (for sports, exhibition, gatherings) and pedestrian walks

6.3 **Transform urban water systems:** Ensure sustainable water supply and reuse across cities through upgrading of sewage treatment to tertiary standards, deployment of smart metering with GIS-based monitoring to maximize reuse and minimize water loss (refer Water chapter)

6.4 **Build climate resilient infrastructure and expand green cover:**

6.4.1 Mandate Energy Conservation Building Code (ECBC) and green building code for new buildings. Integrate climate sensitivity in urban design (high-albedo streets, hydration kiosks, permeable footpaths)

6.4.2 Optimize energy demand with smart, connected homes (refer Energy and Sustainability chapter)

6.4.3 Address rising urban heat with innovative solutions like district-cooling networks of floor space, modern construction materials, increased tree cover, shading canopies to reduce heat emissions

6.4.4 Create 'Urban Flood Resilience Mission' by establishing blue-green buffers and adaptive barriers to mitigate sea-level rise, implement flood-resistant infrastructure, stormwater drainage, holding ponds, and city-wide flood prevention measures

6.4.5 Plant tree covers on both sides of urban roads, add green pockets, include urban forestry in city masterplans and building so that every household is within a 10-minute walk of a park/green space

Create 'Urban Flood Resilience Mission' by establishing blue-green buffers and adaptive barriers to mitigate sea-level rise, implement flood-resistant infrastructure, stormwater drainage, holding ponds, and city-wide flood prevention measures

6.5 Enforce stringent emission standards to bring down urban AQI to <50:

- 6.5.1 Strengthen vehicle and construction related emission norms, enforce clean fuels and mandate real-time emission monitoring
- 6.5.2 Enhance non-motorized transport infrastructure (e.g., cycling and walking networks)
- 6.5.3 Relocate polluting industries from urban areas and prohibit practices that increase emissions (e.g., open waste burning), enforcing strict penalties



Roadmap

Till 2026	2026-35	2036-47
1. Create and institutionalize 10+ empowered RDAs, and autonomous ULBs with full funding roadmap for integrated urban growth		
<ul style="list-style-type: none"> State urban planning cell constituted and 5-year and 10-year urbanization plans published (2026) 10 new RDAs notified with board appointments (2027) 5% of city generated GST allocated equally between RDA and ULB Key urban development legislations streamlined (2027) Autonomy and mandate for RDAs, municipal bodies achieved (2028) 	<ul style="list-style-type: none"> Annual audit-linked capital support (Central/State) deployed for 100% credit-worthy ULBs All class A corporations with AA+ credit rating Direct mayoral elections piloted in large municipal corporations 	<ul style="list-style-type: none"> USD 600 bn fintech & FSI GVA; rank top-3 in Asia >20% of city generated GST allocated equally between RDA and ULB
2. Create 50+ well-planned, mixed-use urban clusters anchored on region-wise urban economic drivers		
<ul style="list-style-type: none"> Economic planning cells, investment facilitation desks formed (2027) 10-year Economic Master Plans prepared and notified for Tier 1 and Tier 2 cities (2028) Masterplan toolkit with templates, data standards, protocols published for all (2026) Land densification policy and incentives issued, including land restoration and green infrastructure plans (2026) Masterplans for mixed-use greenfield hubs within key urban centers completed (2028) 50+ mixed-use clusters (100-5,000 acres) projectized across the state, with land allocated, construction underway (2028) 	<ul style="list-style-type: none"> Economic Master Plans implemented in 100% urban districts Annual economic performance scorecards published at district and regional levels Planned city development scaled to 40+ cities across urban centers Mixed use zones redevelopment around transit hubs across mega-metropolitan regions 	<ul style="list-style-type: none"> All districts operating on continuously updated 10-year plans Fully operational 50+ mixed-use planned cities and autonomous core business districts statewide
3. Enable systematic densification of urban centers via transit-oriented development, cluster redevelopment		
<ul style="list-style-type: none"> Flexible FSM/TDR policy issued for Maharashtra (2027) Transit-oriented development plans ready for all tier 1 cities (2027) 100% of ULB services digitized (2027) Cluster redevelopment projects started all over Maharashtra (2028) 	<ul style="list-style-type: none"> Transit-oriented development (TOD) expanded to 70% of major transit corridors 	<ul style="list-style-type: none"> TOD enabled in all major urban corridors AI based faceless grievance redressal for urban services

Till 2022	2022-26	2026-47
4. Enable construction of 6-7 Mn affordable housing units		
<ul style="list-style-type: none"> Micro-planning of affordable housing by all ULBs using population and land data completed (2025/6) Policy to disincentivize hoarding of land issued (2027) 	<ul style="list-style-type: none"> Slum redevelopment completed in all Tier 1 cities Rolling 10-year housing plans published by all ULBs with mandatory land availability and affordability benchmarks 	<ul style="list-style-type: none"> Slum-free status in all major cities attained
5. Roll out 1100-1200 km of mass rail transit system and 50K-60K clean energy buses		
<ul style="list-style-type: none"> DPRs and secure funding for initial corridors in emerging urban centers approved (2026) 60% of wards in Tier 1 and 2 cities within 0.5 kms of a high-frequency bus, mass-rail transit, suburban rail Unified Maharashtra mobility card and integrated transport app launched (2028) 	<ul style="list-style-type: none"> 900 km+ of metro track operational including 90% of tracks in MMR, PMR etc. 1 bus per 1500-1800 residents benchmark achieved in tier 1, 2 cities >90% of wards in Tier 1 and 2 cities within 0.5 kms of a high-frequency bus, mass-rail transit, suburban rail 	<ul style="list-style-type: none"> 1100+ km metro operational across 10 cities 60,000 zero-emission buses operational
6. Implement a state-wide urban green mission		
<ul style="list-style-type: none"> 100% door-to-door 3-bin segregation in all municipal corporation cities; GPS-tracked collection fleets (2028) 135 LPCD universal supply across all ULBs achieved Zero landfill readiness in 100 ULBs - All public and underutilized land parcels digitally mapped; open inventory published (2026) Revised building codes mandating green roofs, natural ventilation, energy-efficiency certifications issued (2028) Parks, green spaces, resilient infrastructure build out started (2026) 	<ul style="list-style-type: none"> Non-revenue water reduced to below 15% across all municipal corporations 100% wastewater treatment, 25% reuse in Class A corporations Universal metering of bulk and household connections across all municipal corporations Bioremediation of all legacy dumpsites achieved 10 waste-to-energy regional hubs active 	<ul style="list-style-type: none"> 100% reuse of treated wastewater for non-potable uses enabled Net-zero waste export from urban Maharashtra achieved Every household within 10-minute walk of green/open space



6 ENERGY AND SUSTAINABILITY

Ensure access to reliable, green and clean power at globally competitive prices, with over a third of the State's land area under green cover

Maharashtra aspires to attain a 75% clean energy mix, offering reliable power at globally competitive prices, reducing AT&C losses to 6%. This will be enabled by 7 initiatives – invest in renewable energy, modernize the grid for flexibility and resilience and lead in nuclear energy. Maharashtra will attain 33% green cover, and scale decarbonisation, green mobility and circularity.

Maharashtra's achievements

Maharashtra's power sector has made significant strides in expanding capacity, modernizing operations and pioneering energy transition:

- **Maharashtra is the leading state to adopt a structured resource adequacy plan and the largest energy transition plan**, with 50%+ procurement planned through renewable energy by 2030, aligning with India's clean energy goals and contributing to decarbonization (refer Exhibit 1)
- **The state has implemented a comprehensive tariff reduction framework** with a plan to reduce residential tariff by 26% and significantly reduce industrial, commercial and agriculture tariffs. The plan relies on strategic procurement of cost-effective renewable energy and optimization of power purchase planning
- **Maharashtra owns India's largest state-owned power network**, serving 30M consumers and having 50,000+ circuit km of high-voltage lines and consistent system availability of 99.7%+. The state has achieved 100% village electrification
- **Maharashtra leads in agri-solarization** with 6.3L off-grid solar pumps, 4L farmers benefitting from feeder solarization - represents 50%+ of India⁹⁸. The state plans to achieve 16GW feeder solarization by 2030, the largest globally, ensuring reliable daytime power for 1 Cr.+ farmers. The state has scaled rooftop solar to 1.5+ GW
- **The state has made efforts to enable cost-effective peak shaving and reliability enhancement**, with plans to deploy 20GWh of energy storage through pumped hydro storage and battery energy storage systems (BESS)
- **Maharashtra has adopted technology-led consumer centric innovations**, with rapid deployment of 50L smart meters (2024) and target to achieve 230L by 2030.

Source:
98. PPA/USUM dashboard, Energy
Department, Government of
Maharashtra

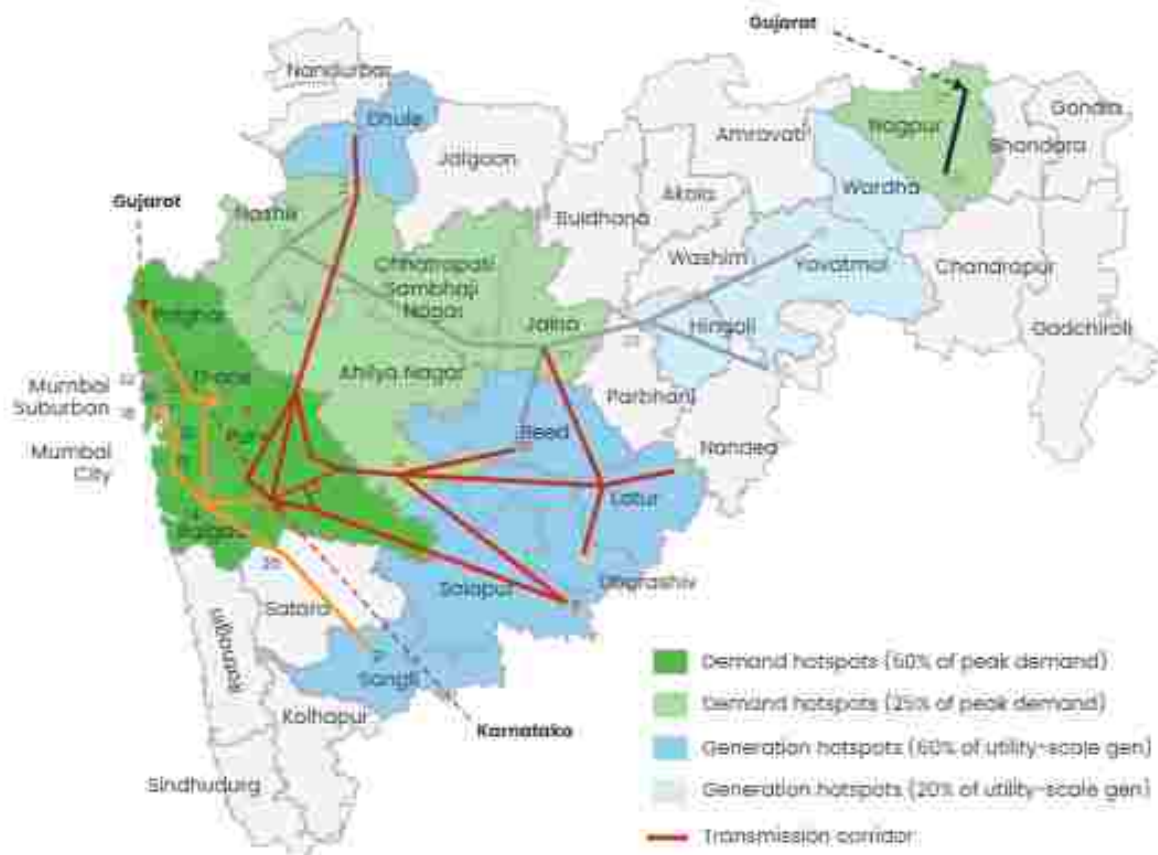
EXHIBIT 1: Key targets till 2030 set under Maharashtra's energy transition plan



Key opportunity areas

- A. **Ensure competitive power supply:** While Maharashtra's commercial and industrial tariffs have historically been higher than leading industrial states, the state has already initiated 5-year tariff reduction plans. Opportunity to continue this trend and ensure global competitiveness. Renewable energy integration, tech-based demand forecasting and loss reduction initiatives can lower the cost of power purchase, operations and maintenance
- B. **Modernize T&D infrastructure and capacity for better supply-demand mapping:** Opportunity to realign transmission and distribution (T&D) with smart grid, dedicated renewable energy corridors (refer Exhibit 2) and upgrade network with advanced monitoring to mitigate upcoming demand loads (e.g., from data centers, pumped storage, green hydrogen), enable integration of utility-scale renewables and handle bidirectional flows from distributed energy resources

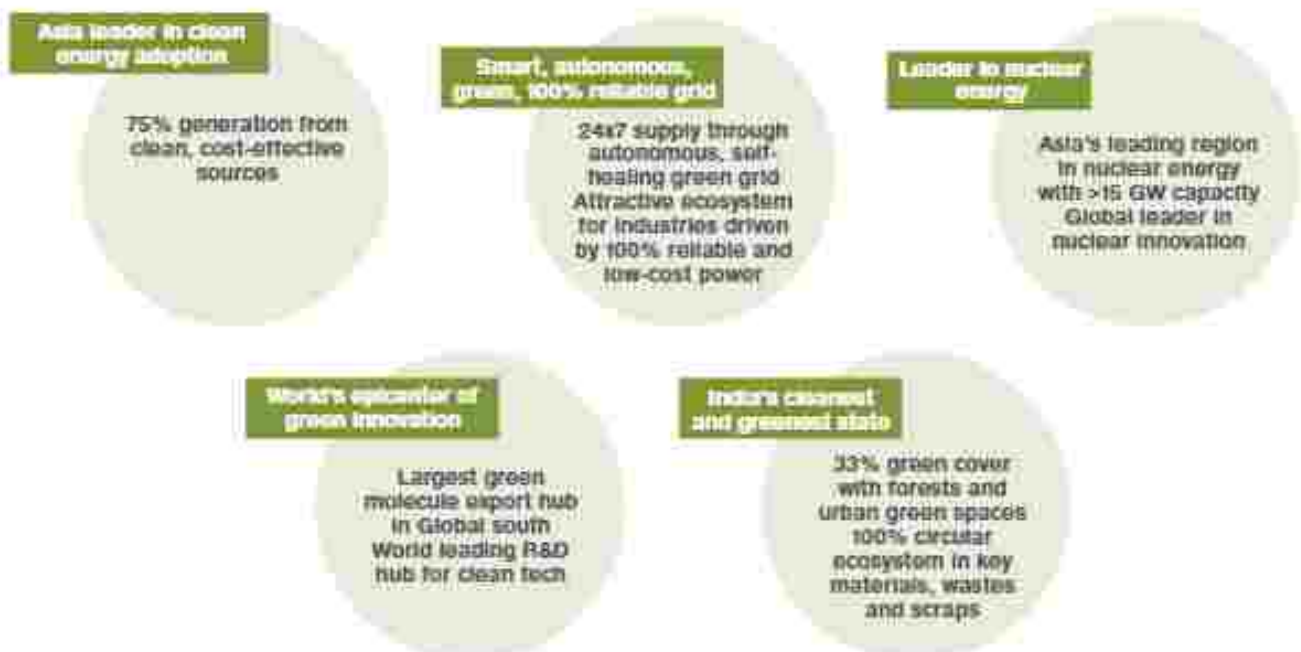
EXHIBIT 2: Transmission corridors to connect demand & supply centers by 2030⁸⁸



Source:
88. Energy Transition Plan,
Government of Maharashtra,
Resource/Quality Plan/Maharashtra

- C. **Maintain strong financial and operational health of utilities:** Distribution losses of 18-20%⁹⁰ and under recovery hamper cash flows and increase DISCOM debt - limiting funds for network upgradation. Opportunity to sustain the loss reduction observed in FY26 and transform utilities into listed, profitable entities.
- D. **Pioneer clean energy growth and innovation:** Maharashtra has 15% of India's wind potential, 9-10% of solar and biomass potential, 28% of bagasse co-generation⁹¹ and 24% of pumped hydro potential. Maharashtra can also pioneer floating solar on reservoirs (Ujani, Koyna, Jayakwadi, etc.). Opportunity to integrate renewables at scale by leveraging Maharashtra's high pumped hydro potential (due to Western Ghats' topography) and declining battery costs.
- E. **Increase green cover as natural carbon sinks:** Maharashtra has only 21% area under trees/shrubs⁹², against the national target of 33%. Limited green cover, increased industrialization and urbanization is leading to high air pollution (133 of 175 monitoring stations record higher exposure to particulate matter than 60 µg/m3)⁹³. Potential to expand agro-forestry and urban green spaces.

Vision and Outcomes



Source
90. FMSECL, FY26, Government of Maharashtra
91. Energy Statistics India, 2025, MOSPI
92. Forest Department, Government of Maharashtra
93. Air Quality Status Report of Maharashtra, FY23, Maharashtra Pollution Control Board

To achieve the above, the State will track the following metrics:

Themes	Metric	MH Current	India Current	2029	2035	2047
Asian leader in clean energy adoption	Clean energy share (% total energy generation) ⁹⁴	20	25	12	>17	>39
	Energy generation (BU) ⁹⁵	170	3650	280	470	790
Smart, autonomous, green, 100% reliable grid	AT&C losses (%)* ⁹⁶	17.9	N/A	12	10	8
	Industrial Tariffs (INR/kWh) ⁹⁶	8-9	N/A	7-8	5	Globally competitive
	Energy not supplied against energy requirement (%) ⁹⁶	0.1	N/A	0	0	0
Leader in nuclear energy	Nuclear share (% total energy generation) ⁹⁷	5	3	2	3	12
World's epicenter of green innovation	Green hydrogen production (MMTPA)	-	-	0.7	1.2	2
India's cleanest and greenest state	Green cover (%)* ⁹⁷	21	25	23	25	33
	Emissions intensity (Kg/PPP \$GDP) ⁹⁸	0.21	0.22	0.16	0.14	0.10
	Penetration of no/low emission vehicles (% new vehicle registration) ⁹⁹	Not measured	7.7	30	50	>90

Source

94: NITI Aayog, India Climate and Energy Dashboard, FY25; Includes all sources within Maharashtra

95: NITI Aayog, India Climate and Energy Dashboard, FY25; Census of India; Note: Energy generation targets for 2029 and 2047 are estimated based on real GDP growth, assuming inflation at 4% for India

96: MSEDCL, FY25, Government of Maharashtra; Note: Tariffs projections are not adjusted for inflation

97: Forest Department, Government of Maharashtra, FY25, Press Information Bureau, FY23

98: Maharashtra State Data Bank, 2022; World Bank Development Indicators, 2023

99: NITI Aayog, Unleashing a \$200 Billion Opportunity - EVs in India, 2024



Key Initiatives

01

Establish Maharashtra as Asia leader in clean energy adoption

02

Build the grid-of-the-future – flexible, reliable and efficient with prosperous utilities

03

Launch Maharashtra's Advanced Nuclear Mission

04

Develop Maharashtra as world's leading green molecule export hub

05

Establish Maharashtra as global innovation exporter of clean energy

06

Build climate resilient forest ecosystems with at least 33% green cover

07

Chart the path to net-zero led by green mobility, biofuels and circularity

1. Establish Maharashtra as Asia leader in clean energy adoption

Objective: Build India's largest clean energy ecosystem with frontier capabilities in development of utility-scale & distributed clean energy for 75% clean power mix.

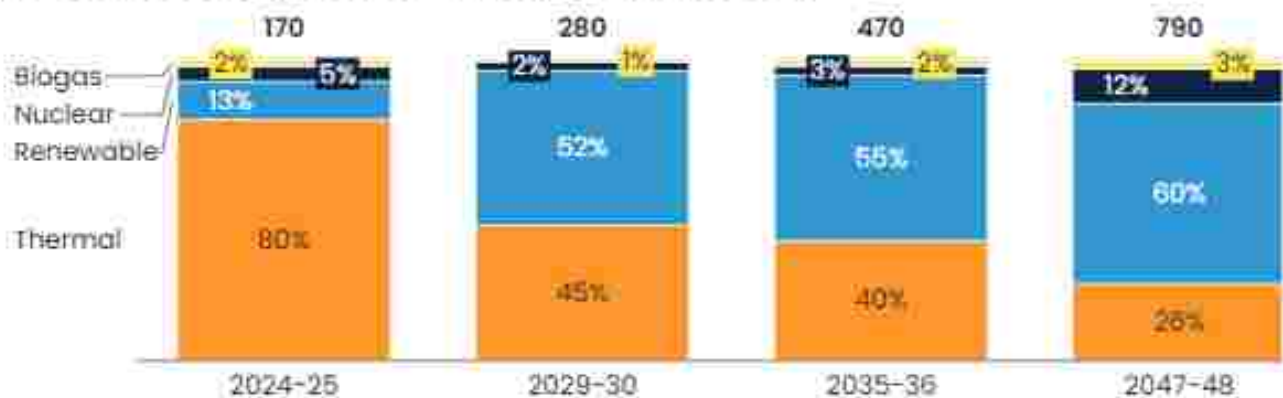
Key elements:

- 1.1. **Unleash Maharashtra's power of round-the-clock, firm and dispatchable renewable resources** (refer Exhibit 3):
 - 1.1.1. **Accelerate and maximize integrated renewable energy systems development** through solar, wind and all forms of storage (pumped hydro, BESS, long-duration energy storage)
 - 1.1.2. **Drive down cost of 100% reliable RE power in quantum leaps** via technology, execution excellence and evolving regulatory frameworks
 - 1.1.3. **Unlock full potential of decentralized solar capacity** with rooftop

- panels in all residential/commercial/public buildings, captive industry solar plants and off-grid solar pumps
- 1.1.4. **Achieve 100% agri-solarization:** Provide affordable, reliable and assured day-time power for agriculture by fully solarizing agri-feeders and installing off-grid solar pumps for all farmers
- 1.1.5. **Institutionalize state-wide wind repowering and hybridization program,** replace ageing turbines with modern, high-efficiency units and co-locate with solar and storage to maximize land/ grid utilization
- 1.1.6. **Build green energy corridors** and strengthen 400 kV/ 765 kV lines to evacuate renewable power from all feasible RE regions of the state. Develop fully connected renewable energy parks with all transmission infrastructure, approvals and integrate cross-border networks
- 1.2. **Ensure 100% reliable, green and round-the-clock energy (with traceability) for power-centric industries** (e.g., data centers, semiconductors) and frontier tech-based sunrise industries through targeted incentives
- 1.3. **Build world-class execution capability:** Build an integrated execution framework unifying stakeholders to elevate projects to world-class lighthouse standards via tightly knit capabilities from inception to integration

EXHIBIT 3: Maharashtra's energy diversification roadmap¹⁰⁰

Maharashtra's energy generation mix (Billion Units, FY25-48)



Source: 100-NITI Aayog, India Climate and Energy Dashboard. Note: Renewables include solar, wind, hydro and small hydro power

2. Build the grid-of-the-future – flexible, reliable and efficient with prosperous utilities

Objective: Develop a fully digital, decentralized, resilient and interactive energy ecosystem, to enable autonomous, self-healing, and highly efficient operations.

Key elements:

- 2.1 Build the next generation grid – designed for flexibility and green energy
 - 2.1.1 **Leverage Maharashtra's unmatched pumped hydro potential** along with BESS and long-duration energy storage for grid flexibility
 - 2.1.2 **Modernize thermals with renewables bundling,** enabling

operation at lower technical minimums and faster ramp-up/down cycles

- 2.2 Embed resilience and security in the heart of the network
 - 2.2.1 **Invest in autonomous grid systems and self-healing networks**, creating capacity for adverse energy fluctuations and congestion
 - 2.2.2 **Leverage AI powered digital twins and predictive analytics**. Create high fidelity, real time simulations of network assets using AI/ML to forecast faults, optimize dispatch, guide capital planning
 - 2.2.3 **Design grids able to withstand natural disasters and cyber threats**, learning from other countries ensuring uninterrupted power supply even in adverse conditions
 - 2.2.4 **Build unprecedented level of network redundancy and automation** for priority industrial sectors, ensuring minimal to no-interruptions
 - 2.2.6 **Deploy decentralized renewable microgrids** in tribal and hilly areas to ensure accessibility and reliability at competitive costs.
- 2.3 Improve profitability and financial sustainability of energy utilities
 - 2.3.1 **List state-owned power companies**, ensuring consistent profitability for generation, transmission, distribution companies
 - 2.3.2 **Accelerate PPP-enabled distribution through franchising/licensing**. Launch a statewide program to onboard private partners, especially across high-loss circles, awarding performance-linked contracts, providing technical support, and sharing revenue upside
- 2.4 Engage consumers into a decentralized, connected energy ecosystem
 - 2.4.1 **Develop virtual power plants** for real time, open energy marketplace, aggregating decentralized energy sources (e.g., rooftop solar, battery storage, EV fleets) into a unified platform
 - 2.4.2 **Support open access expansion**. Streamline approvals and guarantee flexible, multi-year offtake options so that large consumers can directly procure clean power at scale
 - 2.4.3 **Promote collaborative demand-side management**, empowering consumers and utilities to jointly optimize energy through usage of shared data, real-time pricing signals, and automated controls, achieving smoother loads and cost savings
 - 2.4.4 **Enable adoption of low emission vehicles through robust charging infrastructure and vehicle-to-grid (V2G) technologies**, allowing EVs to act as mobile energy storage units. Roll out high power DC chargers across highways, urban centres, rural hubs and depots for never fail range confidence in EV users
 - 2.4.5 **Enable smart, connected homes** and home automation by integrating unit-level energy management systems, to optimize energy usage and enable seamless interaction with the grid
 - 2.4.6 **Enforce Energy Conservation Building Code (ECBC) across all new developments**. Conduct appliance replacement drives and bulk procurement to increase adoption of energy efficient equipment
- 2.5 Ensure competitive power and accessible clean energy solutions for all
 - 2.5.1 **100% real time, dynamic time-of-day tariffs** to reward off peak consumption, flatten demand curves, lower consumer bills and align demand curve with power purchase cost
 - 2.5.2 **Lowest commercial and industrial (C&I) tariffs in India** by ensuring cost-reflective tariffs benchmarked to world leading practices
 - 2.5.3 **100% smart metering**, with AI analytics, real time consumption tracking, automated billing, and proactive outage/theft detection

Launch a statewide program to onboard private partners, especially across high-loss circles, awarding performance-linked contracts, providing technical support, and sharing revenue upside



Champion low-cost nuclear generation with standardized designs for plant systems, streamlined supply chains for specialized components and replicable construction models for rapid scale-up

3. Launch Maharashtra's advanced nuclear mission

Objective: Pioneer nuclear energy innovation in accordance with Government of India's guidelines to become a global leader in scalable, low-cost nuclear power

Key elements:

- 3.1 **Pioneer nuclear innovation:** Position Maharashtra at the forefront of next-gen nuclear by developing and commissioning indigenously designed Small Modular Reactors (SMR). Accelerate commercial deployment of Gen-III+ and Gen-IV technologies (e.g., light water reactors, salt/sodium cooled reactors, heat pipe reactors) through state-backed incentives (e.g., investment/production tax credit, licensing-construction grants)
- 3.2 **Champion low-cost nuclear generation:** Create standardized designs for plant systems, leverage, streamline supply chains for specialized components and recommend replicable construction models for rapid scale up (e.g., modular construction and prefabricated components for reactors) Build multiple reactors at a single location, utilizing shared infrastructure and workforce
- 3.3 **Offer attractive business models for private partners:** Design owner-offtaker arrangements where each shareholder is entitled to an energy share proportional to their equity stake. Develop power purchase agreements (PPAs) as long-term contracts between generator and buyer, offering a predictable revenue stream. Build mechanisms to reduce uncertainty (for e.g., compensation to the generator in case of difference between strike price and market price, or in case an offtaker defaults)

4. Develop Maharashtra as world's leading green molecule export hub

Objective: Develop the most cost-efficient, innovative and export-oriented ecosystem for green molecules (H₂, ammonia, SAF etc.)

Key elements:

- 4.1 **Scale green hydrogen clusters** across Nagpur for transport, Ratnagiri for refineries and MIDC belts for steel and fertilizer units. Partner with private players for green hydrogen and ammonia projects
- 4.2 **Forge gov't-to-gov't partnerships to become the leading supplier in global south** (Japan, Korea, Singapore, Southeast Asia) and European countries
- 4.3 **Foster leading technology alliances:** Partner with top manufacturers, suppliers, off-takers and academia to co-develop solutions, exchange best practices, and run joint demonstration projects
- 4.4 **Setup Centers of Excellence/ R&D hubs and seed innovation** in emerging green molecule technologies, e.g., green hydrogen, ammonia, methanol, SAF (sustainable aviation fuels) etc., enabling a continuous skill pipeline

5. Establish Maharashtra as global innovation exporter of clean energy

Objective: Boost R&D through global partnerships, talent development, and industry-academia collaboration to pioneer clean energy technologies

Key elements:

- 5.1 **Establish a cutting-edge R&D ecosystem** to continuously innovate on reducing the cost of power across the value chain e.g., scaling emerging clean energy technologies like solar perovskite, AI-enabled grid networks, storage chemistries etc.
- 5.2 **Lead the frontier of innovative clean energy projects** serving as a model for other states and countries e.g., develop regional clusters where buildings are fully solarized through building-integrated photovoltaic technology
- 5.3 **Forge global technology partnerships:** Partner with top utilities, corporates and academia to co-develop solutions, exchange best practices, and run joint demonstration projects

6. Build climate resilient forest ecosystems with at least 33% green cover

Objective: Transform Maharashtra's forests into resilient, biodiverse, and climate adaptive landscapes that serve as ecological powerhouses

Key elements:

- 6.1 **Boost green cover across forests, urban/agro-forestry and wetlands:**
 - 6.1.1 Implement mangrove restoration in identified coastal lines and riverbanks, with active community participation
 - 6.1.2 Transition to native, climate-resilient species from monoculture plantations. Drive native afforestation along the coast, hilly areas.
 - 6.1.3 Appoint a dedicated team under the Social Forestry Wing for to integrate urban forestry in all urban development plans
 - 6.1.4 Expand private agro-forestry in line with National Agroforestry Policy 2014. Reassess tree-planting incentives for farmers
- 6.2 **Encourage forest economy development:** Promote forest-based livelihoods through agroforestry, NTFPs, and eco-tourism initiatives
 - 6.2.1 Offer nature trails and youth engagement via Maharashtra Forest Corps. Promote eco-tourism in areas adjoining Protected Areas. Create buffer zones to prevent human-animal conflicts
 - 6.2.2 Develop furniture clusters, bamboo handicraft clusters, and other wood- and bamboo-based industries. Establish medicinal plantations to support the health and wellness industry
 - 6.2.3 Skill local communities in nursery management, afforestation, biodiversity monitoring, fire control, and forest patrolling
- 6.3 **Engage in ecosystem-centric forest management:**
 - 6.3.1 **Strengthen local governance structures:** Empower Joint Forest Management Committees (JFMCs), Biodiversity Management Committees (BMCs), and Gram Sabhas with decision-making authority over plantation planning, protection, and resource use, with clear KPIs and performance-linked funding
 - 6.3.2 **Encourage private management of selected forests:** Enforce tripartite agreement between private forest owners, the state government, and a third party under Maharashtra Private Forests Act, 1975 to institutionalize private owning and managing. Incentivise with revenue opportunities (e.g., carbon credits, private bamboo or non-timber forest product plantations (NTFP) and sales) under pre-specified conservation guidelines. Encourage green bonds and Payment for Ecosystem Services to attract private investment in restoration

Partner with top utilities, corporates and academia to co-develop solutions, exchange best practices, and run joint demonstration projects



- 6.4 **Integrate advanced technology for governance:** Deploy AI, drones (for rapid seeding), real-time satellite monitoring, and climate analytics for forest surveillance, boundary enforcement, wildlife conflict management
 - 6.4.1 Launch block-chain based traceability systems for timber and non-timber forest products.
 - 6.4.2 Build comprehensive open-source forest inventory databases (species, growth parameters, density)
 - 6.4.3 Establish digital control rooms, monitoring forest health and conflict-prone species. Develop wildlife rescue and rapid response units

7. Chart the path to net-zero led by green mobility, biofuels and circularity

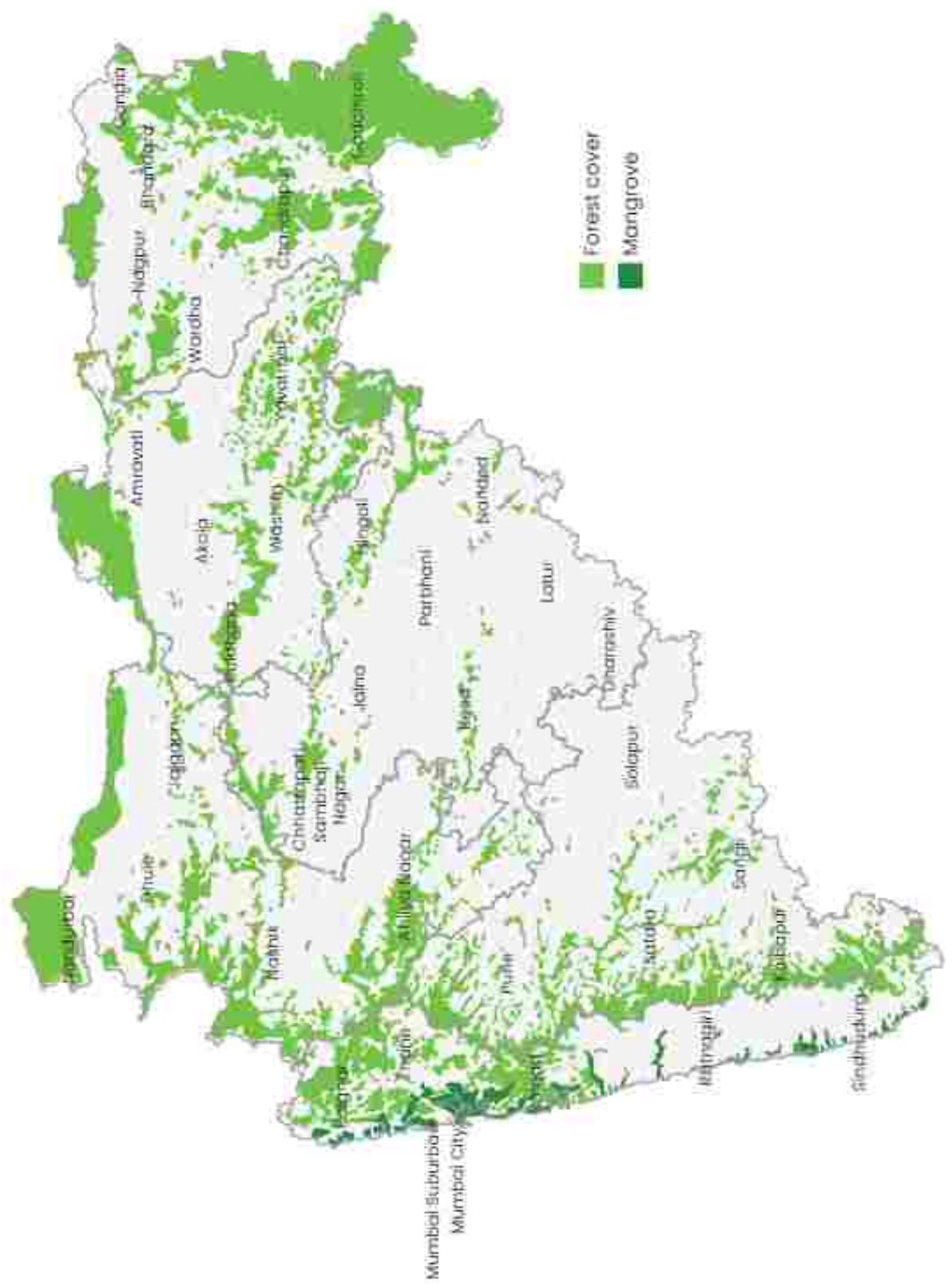
Objective: Improve statewide environmental quality while strengthening climate resilience for all communities and economic sectors

Key elements:

- 7.1 **Prepare district climate action plans (DCAPs)** mapping air, water, plastic, biomedical, and land pollution, waste, heat, green cover, water bodies and projected warming levels to devise targeted strategies for abatement. Undertake carrying-capacity studies to set caps for population density, infrastructure load and resource use. Build open-access dashboards for tracking climate KPIs, with community-led oversight and monitoring
- 7.2 **Develop carbon markets and just-transition framework:** Launch state carbon-credit trading scheme harmonized with the national market, issuing sector-wise emission caps. Develop clean-tech adoption roadmaps across the value chain and reskilling packages for workers in high-emitting sectors. Formalize pollution-indexed power tariffs, tax rebates and 'Green STAR' rating
- 7.3 **Ensure low emission public and commercial fleets:** Mandate 100% EV/ Low emission vehicle procurement for state buses, taxis, and government fleets, supported by bulk purchase financing solutions
- 7.4 **Decarbonize built-up urban areas:** Design circular zones in 10-15 districts with 100% reuse of construction and demolition waste in roads, landscaping and public housing. Install rooftop solar rainwater harvesting, and cool roofs. Develop shaded walking/cycling networks and vertical gardens
- 7.5 **Launch traceable, decentralized waste segregation models** and facilitate ULB-NGO partnerships. Define extended producer responsibility (EPR+) rules for multilayered FMCG packaging and digital traceability from producer to recycler. Use coastal litter nets, AI surveillance to reduce marine pollution
- 7.6 **Ensure 100% recycling of key materials** including construction and demolition materials, municipal solid waste, industrial waste and scraps
- 7.7 **Increase sustainable use of sugar industry byproducts:** Implement real-time, end-to-end visibility of the sugar industry value chain to fully utilize all byproducts. Establish 20 bio-fuel hubs
 - 7.7.1 Scale annual 1G ethanol capacity from 430 to 1260 Cr Liters and generate 2G ethanol capacity of 240 Cr Liters by 2047 through 100% resource utilization across sugarcane, maize, bagasse etc.
 - 7.7.2 Create capacity of 2500 tons per day (TPD) for compressed biogas by utilizing press mud, a key sugar industry byproduct
 - 7.7.3 Increase production of sustainable chemicals and bioplastics to 1600 kilo tons per annum (KTA)

*Mandate
100 % EV/Low
emission vehicle
procurement
for state buses,
taxis, and
government
fleets*

Green cover



Roadmap

Till 2029		2030-35	2036-47
1. Establish Maharashtra as Asian leader in clean energy adoption			
<ul style="list-style-type: none"> All announced capacities deployed 16 GW agrl-solar capacity installed 20% of ageing wind turbines modernized Solar-wind hybridization sites identified, and plans developed 	<ul style="list-style-type: none"> Rooftop solar across all public buildings and new construction projects Captive solar at all industrial parks/ townships, services hubs 	<ul style="list-style-type: none"> Over 75% renewable in energy mix 	
2. Build the grid-of-the-future – flexible, reliable and efficient with prosperous utilities			
<ul style="list-style-type: none"> Thermal plants retrofitted for flexibility 20 GWh storage created; approved pumped hydro units operationalized 230L smart meters deployed Distributed storage deployed statewide; through PSH, LDES (including hydrogen) All new buildings are ECBC compliant 5-7 high-loss areas put under PPP All state utilities profitable and listed Predictive maintenance institutionalized Transmission corridors in place 	<ul style="list-style-type: none"> Real-time dynamic tariffs launched Virtual power plant launched 50% urban houses integrated as connected homes Tariffs across consumer categories set as per global benchmarks Real-time billing, net-metering, theft detection 	<ul style="list-style-type: none"> AI automated demand shifting institutionalized Autonomous, self-healing network deployed Benchmark transmission MVA/ MW ratio 	
3. Launch Maharashtra's advanced nuclear mission			
<ul style="list-style-type: none"> Nuclear-focused entity appointed under Energy dept (2026) Detailed nuclear plans, capacity, sites, and delivery model in place (2027) PPP incentives for nuclear plant management issued (2027) 	<ul style="list-style-type: none"> 2-3 SMRs/advanced reactors operationalized, attaining cost at par with thermal 	<ul style="list-style-type: none"> Gen-IV (thorium / salt / high-temp) reactors commercialized 	
4. Develop Maharashtra as world's leading green molecule export hub			
<ul style="list-style-type: none"> 3-4 CoEs focused on green hydrogen, ammonia, methanol, SAF 	<ul style="list-style-type: none"> Commercial green hydrogen deployed 3-4 G2G MoUs with global off-takers 	<ul style="list-style-type: none"> Advanced clean-tech products/ solutions exported 	

Till 2029	2030-35	2036-47
5. Establish Maharashtra as global innovation exporter of clean energy		
<ul style="list-style-type: none"> • 3-4 CoEs focused on new solar technology, advanced batteries, AI-driven smart grids, circular bioenergy created 	<ul style="list-style-type: none"> • World-leading pilot projects launched e.g. building integrated photovoltaics (through perovskite technology) 	<ul style="list-style-type: none"> • Lowest cost RE producer
<ul style="list-style-type: none"> • 3-MoUs with international energy labs/corporates/academic centres signed for technology exchange 	<ul style="list-style-type: none"> • Continuously reducing cost of RTC RE power 	<ul style="list-style-type: none"> • Clean-energy innovation exporter to the world
6. Build climate resilient forest ecosystems with at least 33% green cover in the state		
<ul style="list-style-type: none"> • Integrated public registry for GIS-mapped forest inventory created 	<ul style="list-style-type: none"> • Drones and satellite forest vigilance live 	<ul style="list-style-type: none"> • 100% of endangered forests, wetlands and biodiversity restored
<ul style="list-style-type: none"> • Decision-making authority of Joint Forest & Biodiversity Management Committees, Gram Sabhas and Forest Dept institutionalized 	<ul style="list-style-type: none"> • Buffer zones developed across all forest areas, wetlands and riverbanks 	
<ul style="list-style-type: none"> • Tripartite agreements forged for private forest management 	<ul style="list-style-type: none"> • Tribal agro-forestry ventures operational 	
7. Chart the path to net-zero led by green mobility, biofuels and circularity		
<ul style="list-style-type: none"> • Maharashtra's state action plan on climate change: Pathways to 2030 implemented 	<ul style="list-style-type: none"> • Circular construction zones in 12-15 tier 2 cities 	<ul style="list-style-type: none"> • All cities maintain safe AQI levels
<ul style="list-style-type: none"> • Maharashtra Emission Trading Scheme (METS) launched, aligned to India Carbon Credit Trading Scheme 2025 (2026) 	<ul style="list-style-type: none"> • 100% state/public fleets low emission; 75-80% of short and medium haul fleet electrified 	<ul style="list-style-type: none"> • 100% recycling of CND, MSW, industrial waste and scraps
<ul style="list-style-type: none"> • District Climate Action Plans developed (2026) 	<ul style="list-style-type: none"> • 100% producer to recycler traceability 	
<ul style="list-style-type: none"> • 1-2 circular construction zones setup 		
<ul style="list-style-type: none"> • 5-6 biorefinery hubs operationalized 		



7 WATER

Provide access to safe water for all, enabled by conservation and reuse

The State endeavours for water availability of >55LPCD in rural areas, >135LPCD in urban areas, 65% gross irrigated area and 80% water reuse. This will be enabled by 5 initiatives – integrate water resource management, enhance water use efficiency via micro-irrigation, modernise storage, digitise supply chain.

Maharashtra's achievements

Maharashtra has witnessed a remarkable transformation in the water sector with achievements across drinking water, irrigation, and groundwater management:

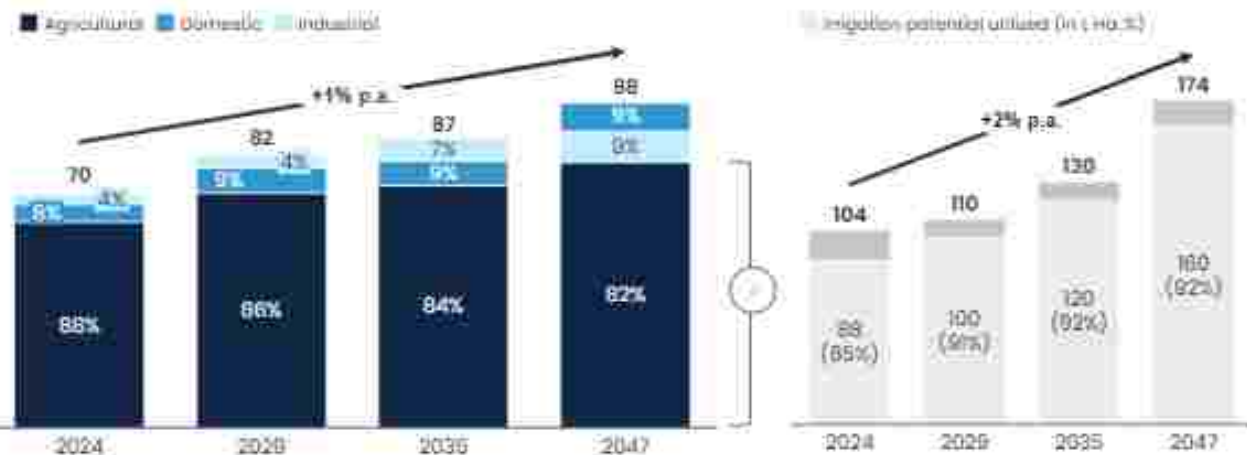
- **Tap water connections are available** to 89% of households in Maharashtra (2025) under the Jal Jeevan Mission
- **Maharashtra ranks fourth in gross irrigated area**, increasing it from 41 ha¹⁰¹ in 1960 to 1041 ha¹⁰² by 2024. The ultimate irrigation potential in Maharashtra is estimated to be 1741 ha¹⁰³ comprising 1221 ha¹⁰⁴ from surface water, 431 ha¹⁰⁵ from groundwater and 91 ha¹⁰⁶ from recycled water. Maharashtra also ranks third in micro-irrigation, with 231 ha¹⁰⁷ under drip and sprinkler irrigation¹⁰⁸
- **Maharashtra uses groundwater relatively sustainably**, with Stage of Groundwater Extraction at 53.8% of annual recharge (32.8 BCM), lower than the national average of 60%, Tamil Nadu (74%), and Rajasthan (150%)
- **The state performs well in water treatment**, with 46% of wastewater treated¹⁰⁹ to primary levels, above the national average of 28%, and has the capacity (installed and proposed) to treat 100% of sewage wastewater

Key opportunity areas

Maharashtra's total water demand is projected to grow steadily from 70 billion cubic meters (BCM) in 2024 to 98 BCM by 2047 (refer Exhibit 1). Share of agriculture in water consumption is expected to decline from 88% in 2024 to 82% in 2047, while industrial water demand likely to rise from 4% to 9%. This presents following opportunities:

EXHIBIT 1: Projected water demand (Bn Cubic Meters) and planned irrigation (L Ha.)¹⁰⁶

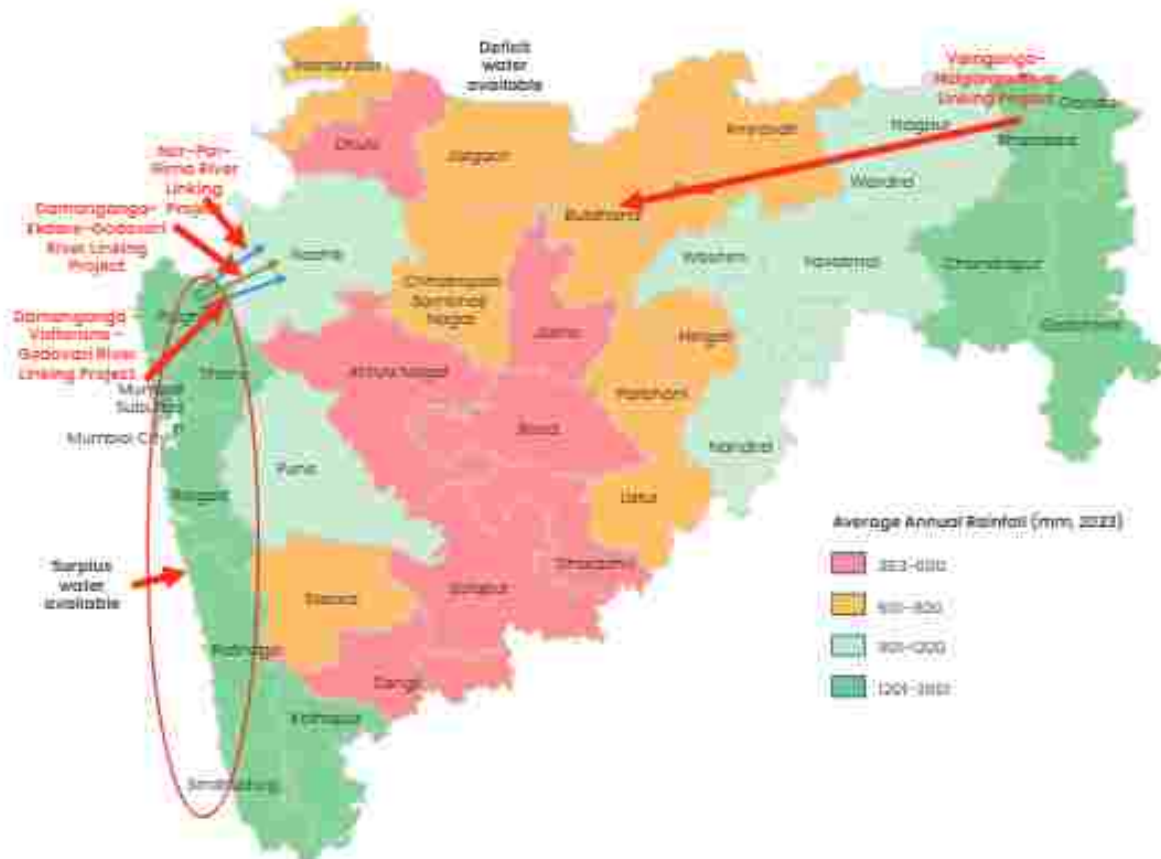
Bulk of the water demand will continue to arise from the agriculture sector... necessitating scale up in irrigation potential to support it



Source:
 101: Kalkar Committee Report, Table 10.2
 102: Water Resource Department, Government of Maharashtra
 103: Directorate of Economics and Statistics, 2023, Karnataka leading with 28 lakh ha followed by Rajasthan with 25 lakh ha
 104: Land Use Statistics at a Glance 2023-2024, Department of Agriculture & Farmers Welfare Economics, Statistics and Evaluation Division, Table 6
 105: Central Pollution Control Board, 2021, Open Government Data Platform, 2022, Centre for Water and Sanitation, 2024
 106: Economic Survey of Maharashtra 2024-25, Integrated State Water Plan, 1/11 Water, Water Resources Department, NITI Aayog. Note: Energy generation targets for 2035 and 2047 are estimated based on real GDP growth, assuming inflation at 4% for India

- A. Ascertain equitable domestic water consumption:** Maharashtra has 32% Jal Jeevan Mission (JJM) certified and 48% JJM reported villages¹⁰⁷, indicating that while infrastructure is available, water supply could be limited. 90% urban tap water coverage, but 24x7 water supply is available in only a few cities¹⁰⁸. 16% out of 359 ground water assessment units are semi-critical, critical or over-exploited, highlighting a need for recharge and conservation measures¹⁰⁹.
- B. Ensure increased irrigation coverage:** Irrigation development as a percentage of total cropped area is 44% in Maharashtra¹¹⁰ (56% is rainfed) against average gross irrigated area of 60% in India¹¹¹. Within the irrigation potential of 721 hectares from surface water (FY24), only 70-75% is utilized, vs 84% utilization in India. Further, 15% of the water stored in the surface irrigation projects is lost due to evaporation¹¹² and 30% during conveyance. Opportunity to increase water availability through river linking (refer Exhibit 2) and piped distribution systems.

EXHIBIT 2: Transmission corridors to connect demand & supply centers by 2030



Source
 107. Jal Jeevan Mission Dashboard, 2025.
 108. Municipal Performance Index.
 109. Central Ground Water Board, Dynamic Ground Water Resources of India, 2024, Page 86.
 110. Water Resources Department, Government of Maharashtra.
 111. Directorate of Economics and Statistics, 2024, Land use statistics at a glance.
 112. Water audit report 2022-23.

- C. **Increase water recycling and reuse across agriculture, industry and urban clusters:** Maharashtra's 46% primary treatment, while more than India (28%), is lower than developed countries (e.g., 86% in Western Europe, 2020). Reuse of treated water is only ~4% for state vs 11% globally
- D. **Converge goals and policies for alignment in decision-making** across multiple departments (Water Resources, Water Conservation, Water and Sanitation, Agriculture, Urban)
- E. **Strengthen water accounting and governance:** Non-revenue water constitutes 13-20% in Maharashtra across districts¹⁹. Water extraction by urban local bodies above the prescribed allocations and payment delays lead to lower revenue for bulk suppliers and rural-urban divide in terms of access to water

Vision and Outcomes



Source:
113: Water and Sanitation
Department, MA Publishing, 2023.
Efficiency of non-revenue water
reduction in improving water supply
performance in Indian metropolises

To achieve the above, the State will track the following metrics:

Themes	Metric	MH Current	India Current	2029	2035	2047
Water access: Lifeline of society	Proportion of JJM certified villages (%) ¹¹⁴	32	28	40	60	100
	Proportion of semi-critical / critical / over exploited GW assessment units (%) ¹¹⁵	16	25	14	10	0
	Share of contaminated drinking water samples (%) ¹¹⁴	4.7	2.6	2	0	0
Better irrigation outcomes	Area under micro-irrigation (L Ha.) ¹¹⁶	23	167	26	50	78
	Water use efficiency in agriculture (%) ¹¹⁷	25	30-38	40	55	75
	Irrigation potential created, L Ha. (Irrigation potential utilized %) -- Includes surface, ground and recycled water	104 (85%)	1125 (79%)	110 (91%)	130 (92%)	174 (92%)
	Irrigation coverage as share of cropped area (%) ^{118,119}	41	60	45	50	65
Water circularity	Proportion of wastewater getting primary treatment (%) ¹²⁰	46	28	65	80	100
	Wastewater reused (%) ¹²¹	4	5	30	50	80

Source

114. Jal Jeevan Mission WQMS, April to August 2025. As a percentage of total samples tested
115. Central Ground Water Board, 2024, Dynamic Ground Water Resources of India, Page 193
116. Directorate of Economics and Statistics, 2023, Target set as total crop area of water intensive crops (sugarcane, cotton and horticulture) in 2024
117. Percentage of irrigation water supplied that gets applied to crops (after evaporation, loss and wastage): Water Resources Department, Government of Maharashtra, CADWM Program, NITI Aayog, 2018
118. Water Resources Department, Integrated State Water Plan Volume 24: CADWM Program, NITI Aayog, 2018
119. Note: Potential Gross Irrigation percentage is growing slower than IPU because of growing total cropped area
120. Central Pollution Control Board, 2021, Open Government Data Platform, 2022, Centre for Water and Sanitation, 2024
121. Center for Water and Sanitation, Landscape Review and Strategic Roadmap for Used Water Management in Maharashtra, 2024



Key Initiatives

01

Ensure drinking water access from tap for all households

02

Expand irrigation coverage enabled by micro-irrigation and modernization of water storage structures

03

Ensure equitable water access across river basins to balance demand and supply of water

04

Implement water recycling and reuse across sectors in Maharashtra

05

Build self-sustainable water utilities through appropriate pricing and digital governance

1. Ensure drinking water access from tap for all households

Objective: Make potable drinking water accessible in all urban and rural clusters. Drive localized efforts to recharge more water than needed for consumption

Key elements:

- 1.1: **Develop integrated water security plans and water budgets across local bodies:** Gram / Nagar panchayat level plans comprising month-on-month demand estimation, benchmarks for water use across purposes, assessment of existing water resources, recommended water sources as per real-time aquifer levels and interventions to increase recharge levels
- 1.2: **Ensure stringent water quality standards** and monitoring throughout the supply chain, with real-time, customized water quality reports available for residential, industrial, bulk supply, agricultural users. Promote water conservation across uses (e.g. on-site effluent treatment plants in all industrial areas, organic farming to eliminate nitrate-heavy irrigation water run-off, in-situ chemical oxidation in heavily polluted aquifers)
- 1.3: **Improve source-sustainability** through recharge of ground water and augmentation of surface water
 - 1.3.1: **Recharge ground water levels:** Install Digital Water Level Recorder and telemetry across all observation wells (36,700 currently²⁴). Encourage rainfall-driven recharge for farm ponds instead of ground water withdrawal. Incentivize dug wells coupled with water recharge structures instead of borewells. Adopt a ridge-to-valley approach under watershed management.

²⁴Source: Water Resource Department, Government of Maharashtra



Assess the structural integrity of ageing dams and prioritize remedial measures based on risk classification under Water Resources Department's e-governance platform, integrating real-time monitoring and AI-based alerts for predictive safety management

1.3.2 Increase stormwater retention: Integrate plans for bioswales and percolation pits in urban planning, develop permeable pavements and roads along with increased storage capacity of reservoirs (e.g., *Tapi basin mega-recharge project*). Maintain floodable undeveloped land near coastal areas as sinks for excess run-off

1.4 Introduce alternate water supply technologies such as rooftop rainwater harvesting across all new construction and retrofitting of public buildings, decentralized treatment systems, desalination through multi-stage flash (MSF)/ multi-effect distillation (MED), sector-specific water efficient technology in water intensive industries like textiles.

Case study: Israel's success in desalination

Israel commits to buy fixed annual volumes from privately run desalination plants. Full cost, volumetric tariffs made desalinated supplies financially viable

2. Expand irrigation coverage enabled by micro-irrigation and modernization of water storage structures

Objective: Increase irrigation across all regions in Maharashtra, while ensuring reduced water demand through micro-irrigation and soil moisture monitoring

Key elements:

2.1 Increase irrigation potential utilization:

2.1.1 Improve performance of distribution network to bring rainfed areas under assured irrigation, through on farm, command area development and efficient irrigation practices.

2.1.2 Modernize aging irrigation projects to enhance water delivery efficiency and reduce conveyance losses (e.g. by automating control and integrating predictive maintenance)

2.1.3 Prepare a Dam Health Index for dams and canals: Assess the structural integrity of ageing dams and prioritize remedial measures based on risk classification under Water Resources Department's e-governance platform, integrating real-time monitoring and AI-based alerts for predictive safety management

2.1.4 Undertake desiltation to improve storage capacity of dams/ canals

2.2 Promote piped distribution network, especially for new projects with phased retrofits for existing projects, to reduce losses through seepage, evaporation etc. Introduce canal automation to minimize conveyance losses and enhance operational efficiency

2.3 Expand coverage of micro-irrigation network: Prioritize micro-irrigation for water-intensive crops, including current cultivation of 14L ha. of sugarcane, 22L ha. of horticulture, and 43L ha. of cotton. Expedite subsidy disbursement through direct benefit transfers, incentivize multiple private partners to develop micro-irrigation systems at scale and increase micro-irrigation linking with treated wastewater and harvested rainwater

2.4 Improve water use efficiency in agriculture through use of soil moisture

2.4.1 Leverage satellite data and sensors (tensiometers, gypsum blocks etc.) to notify farmers when soil moisture is low, enabling need-based irrigation

2.4.2 Increase retention of soil moisture by covering the soil with organic materials (straw, compost etc.) to reduce evaporation and regulate soil temperature, increase use of water absorbing polymers / hydrogels, which absorb water and slowly release it to plant roots

- 2.5 **Drive awareness among farmers** to align cropping patterns with water availability and percolation rates in each village
- 2.6 **Incentivize low-capacity pumps for farmers:** Reduce over-extraction of water by ensuring pump designs consider discharge, lifting requirements.

3. Ensure equitable water access across river basins to balance demand and supply of water

Objective: Implement inter-basin transfers and optimize intra-basin distribution to ensure sustainable and regionally balanced availability of water

Key elements:

- 3.1 **Implement priority inter-basin and intra-basin transfer projects** such as Wainganga–Nalganga, Damanganga–Maitarna–Godavari, Damanganga–Ekdare–Godavari, Nar–Par–Girna etc to divert 254+ Thousand Million Cubic Feet (TMC) ³ to drought-prone areas
- 3.2 **Develop detailed land acquisition and rehabilitation plan for communities affected by storage/linking projects:** Prepare a comprehensive project specific plan and expediate the process of land acquisition and rehabilitation. Ensure resettlement of people into new areas with adequate social infrastructure, utilities and employment opportunities
- 3.3 **Scale river rejuvenation programs using nature-based solutions** and community-led water conservation efforts (E.g. Jalyukta Shivar). Scale bioremediation and phytoremediation measures across districts (piloted with microbial consortia in Pune along the Mula Mutha river) through floating treatment wetlands (man-made islands with aquatic plants) or solar floating aerators (adding dissolved oxygen for water circulation). Develop comprehensive restoration plans (e.g. Narmada Ganga), focusing on pollution control, biodiversity restoration, and community participation
- 3.4 **Prioritize climate-resilient infrastructure:** Develop floodplain zoning and drought mitigation strategies; and institutionalize basin-level Integrated Water Resource Management (IWRM) to ensure sustainable, regionally balanced and climate-resilient water availability across state river systems

4. Implement water recycling and reuse across sectors in Maharashtra

Objective: Achieve water circularity across all urban centers, minimizing resource loss, maximizing reuse, and ensuring environmental sustainability

Key elements:

- 4.1 **Install smart water recycling systems:** Upgrade and modernize existing urban water infrastructure and STPs to enable tertiary water treatment. Offer incentives for PPP-led development of tertiary treatment plants and conveyance, collection, and treatment infrastructure, ensuring 80% recycled water supply for industrial, landscaping, and non-potable uses
- 4.2 **Promote reuse of recycled water across uses:**
 - 4.2.1 Mandate 100% reuse for industries
 - 4.2.2 Make zero discharge and reuse mandatory for all new townships for flushing and landscaping uses
 - 4.2.3 Extend water reuse to agriculture by integrating treated wastewater into irrigation systems in peri-urban and water-stressed regions
- 4.3 **Build conveyance and transportation network for recycled water** by facilitating seamless operational linkages between sewage treatment plants

Develop floodplain zoning and drought mitigation strategies; and institutionalize basin-level Integrated Water Resource Management (IWRM) to ensure sustainable, regionally balanced and climate-resilient water availability across state river systems

Source:
125: Water Resources Department,
Government of Maharashtra

and end-user supply points to optimize reuse potential

- 4.4 **Introduce tradable water credits for industries, launch water rights policy:** Define water rights for recycled water with cost-based pricing to encourage its use over fresh water, supported by performance-based contracts.
- 4.5 **Leverage water for energy transition and climate change:** Accelerate development of renewable small hydro potential, modernize existing hydro-power plants and develop 50+ pumped storage projects (Refer *Energy and Sustainability* chapter).

Case study: Bhandewadi, Nagpur – Waste and Water Circularity

Bhandewadi, Nagpur's largest dump yard, accumulated >30L MT of waste over the past decade, severely impacting groundwater quality and public health in adjacent urban and peri-urban settlements.

Drone-based volumetric mapping enabled precise assessment of waste distribution and remediation planning. Biomining and scientific landfill development helped reclaim land and reduce leachate generation. The SuanDe Biogas project converted organic waste into compressed biogas, minimizing untreated dumping.

5. Build self-sustainable water utilities through appropriate pricing and digital governance

Objective: Improve cost-recovery of water charges for sustainable operation and maintenance of water infrastructure of state.

Key elements:

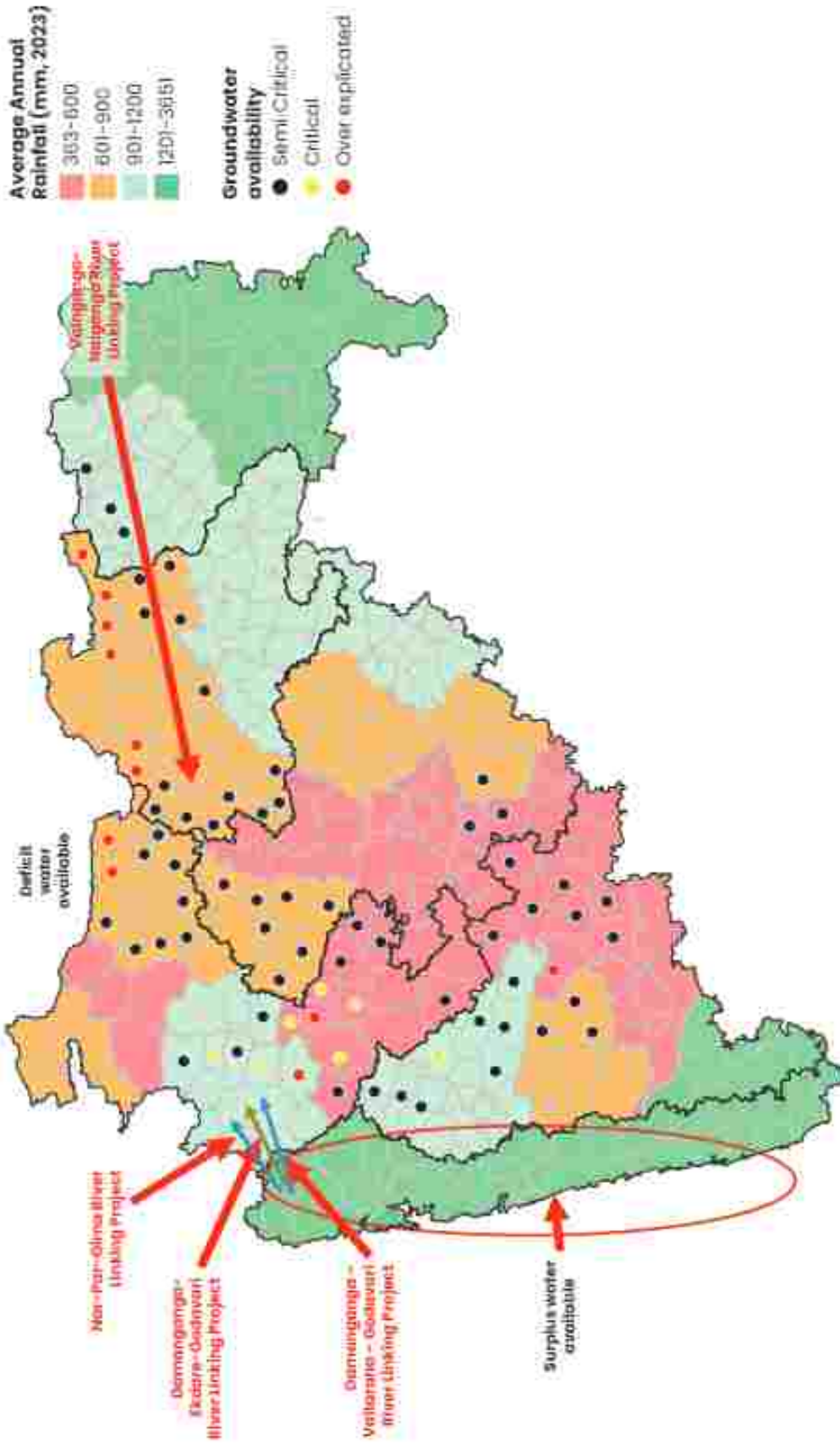
- 5.1 **Bring convergence across departments:** Converge all central and state policies/ schemes to enable integrated water resource management, align budgetary and technical parameters and drive planning, execution, monitoring and impact assessment (for e.g., via monthly meetings chaired by the Chief Secretary with all line departments).
- 5.2 **Adopt a transparent and volumetric water pricing regime** at all tiers while ensuring affordability and equity for vulnerable sections:
 - 5.2.1 **Design tariffs** to reflect the full cost of administration, operation and maintenance, as well as water treatment and distribution.
 - 5.2.2 **Institutionalize volumetric pricing** instead of flat-rate-based pricing to incentivize efficient water use, and promote conservation.
 - 5.2.3 **Mandate payment at source** to bulk water suppliers and robust enforcement of payment terms. Develop statutory procedures (e.g., escrow arrangements or state intervention) for handling insolvency.
- 5.3 **Digitize the supply chain and demand points:**
 - 5.3.1 **Install smart metering** for all water connections with automated payment mandates to enable volumetric (usage-based) instead of flat rate billing, early leak detection in piped networks.
 - 5.3.2 **Implement geo-fencing/ GPS tagging and AI-based analytics** across all water sources to enable real-time monitoring of sources, predictive planning, and equitable water allocation across uses.
 - 5.3.3 **Use IoT and SCADA** to monitor system performance in real-time. Develop applications for water users, guiding them to sector-specific water reduction, reuse and recycle strategies.

Implement geo-fencing/ GPS tagging and AI-based analytics across all water sources to enable real-time monitoring of sources, predictive planning, and equitable water allocation across uses

- 5.3.4 Mitigate non-payments through micro-segmentation of customers, payment plan analytics, push payment notifications through banking/utility app, collections rights, etc.
- 5.4 **Revamp water management** through 3 dedicated entities for source sustainability, transport and conveyance, treatment and distribution (similar to the operating model for the energy sector with independent generation, transmission and distribution companies)
- 5.5 **Promote alternate revenue streams** through development of acquired land parcels, inland river navigation for sea-going vessels, eco-tourism and inland fisheries around rejuvenated water bodies, creating livelihood opportunities and enhancing community engagement. For e.g., eco-tourism corridor around Ujjani/Jayakwadi dam
- 5.6 **Promote participatory irrigation management** by empowering Water User Associations (WUAs) and local farmer groups to take active roles in planning, operating, and maintaining irrigation systems with decentralized decision-making, capacity building, and financial autonomy
- 5.7 **Promote PPPs, CSR-led models** to unlock private investment and operational excellence in water utilities, improving service quality
- 5.8 **Establish a Centre of Excellence for water** innovation and policy, serving as a hub for research, capacity building, and cross-sectoral collaboration



Water availability



Source: India Climate and Energy Dashboard (2025), Frontline

Roadmap

Till 2029	2030-35	2036-47
1. Ensure drinking water access from tap for all households		
<ul style="list-style-type: none"> • 11 major dams interlinked under the Maharashtra Water Grid Project • Panchayat-level water budgets made • 20+ Sponge Ward retrofits in cities • Digital water-level recorders installed • Public dashboard for real-time quantity & quality data launched (2026) 	<ul style="list-style-type: none"> • Predictive water allocation through digital twin of water system • 1-2 desalination plants along the Konkan coast • Most rivers rejuvenated 	<ul style="list-style-type: none"> • Water-positive status achieved in every watershed/river basin, >125% of water use recharged
2. Expand irrigation coverage enabled by micro-irrigation and modernization of water storage structures		
<ul style="list-style-type: none"> • 110 minor and 65 medium irrigation projects and 26 major projects completed, with >50% storage created • 10-15% of old irrigation projects modernized /systems improved • Phase 1 shift from open canals to piped networks completed • Dam Health Index launched under WRD's e-governance platform (2026) • Annual de-siltation drives in all water-scarce regions (2026) • Incentives for installing drip irrigation systems, low-capacity pumps, and soil moisture sensors issued 	<ul style="list-style-type: none"> • 77L ha. irrigation potential created • All irrigation systems over 30 years old upgraded to piped networks with predictive maintenance • 100% piped distribution network across the state • 75% coverage of remedial measures and rehabilitation targets • Micro-irrigation systems at all sugarcane, horticulture, cotton farms 	<ul style="list-style-type: none"> • 244 irrigation projects completed • 100% structural safety compliance across all dams • National leader in irrigation infrastructure delivery and efficiency
3. Ensure equitable water access across river basins to balance demand and supply of water		
<ul style="list-style-type: none"> • DPRs and administrative approvals of all river linking projects completed • 15 pumped storage projects with a combined energy capacity of ~15,000 MW initiated • 25 hydro plants renovated to improve efficiency and extend life 	<ul style="list-style-type: none"> • 72.8 TMC water, 3L ha. under irrigation through 9 river linking projects • 25 PSP (~35,000 MW) operationalized • 30 small hydro projects commissioned 	<ul style="list-style-type: none"> • 254 TMC water, 10L ha. under irrigation by river linking • 254 TMC water, 10L ha. under irrigation by river linking
4. Implement water recycling and reuse across sectors in Maharashtra		
<ul style="list-style-type: none"> • Policy for PPP-led development of tertiary treatment plants launched (2026) • Policy for water reuse norms across domestic, industrial and agricultural purposes launched • 1,823 km interception & diversion network of drains, sewage network of 10,056 km established (under Swachh Bharat) 	<ul style="list-style-type: none"> • All industries treat 100% wastewater • All public sector buildings, townships and industries have smart rainwater harvesting • PPP-based state utilities & treatment plants 	<ul style="list-style-type: none"> • 100% circularity in municipal water • All cities certified net-zero water use
5. Build self-sustainable water utilities through appropriate pricing and digital governance		
<ul style="list-style-type: none"> • Digital water audit completed for every urban local body (ULB) (2027) • Baseline for non-revenue water (NRW), default payments, and cost-recovery established (2027) • O&M policy implemented (2026) • Differential pricing for high-use/low-efficiency/polluting sectors introduced 	<ul style="list-style-type: none"> • 100% smart-meter coverage and volumetric billing across the state • Fully cost-reflective water tariffs 	<ul style="list-style-type: none"> • 100% preventive maintenance compliance and asset health index >90%



8 TRANSPORT AND LOGISTICS

Ensure reliable, safe and seamless multimodal connectivity for passengers and freight

Maharashtra aims for seamless multi-modal connectivity for passengers and freight. This will be enabled by 7 initiatives – develop 6000 km+ expressway network, 4-6 additional connections of dedicated freight corridors and high-speed rail networks. Maharashtra will scale containerised port capacity to handle 25-30% of India's trade and integrate transport-logistics planning.

Maharashtra's starting point

With an 878 km coastline and the third largest land area (~0.3 Mn sq km) in India¹²⁴, Maharashtra is strategically located between northern and southern India, making it country's natural hub for India's logistics and trade¹²⁵. Key endowments include:

- **Maharashtra is the first state to launch Maharashtra Amritkal Raste Vikas Yojana**, in line with Viksit Bharat 2047 vision. This is a clear roadmap for expanding and modernizing Maharashtra's >3L km of road network, with a strong focus on improving connectivity to enable Maharashtra's goal to become a USD 5Tn economy. This has three key components:
 - Connectivity across all settlements (districts, urban centers, talukas etc.)
 - Growth corridors connecting MIDC, APMCs, dry ports, NIMZs and SEZs
 - Tourism corridors connecting religious destinations, forts, national parks etc.
- **Mumbai houses India's 2nd busiest airport** handling 55 Mn passengers annually —while Navi Mumbai Airport will add capacity of 90 Mn passengers¹²⁶ by 2030
- **Home to JNPT (currently India's largest container port) and upcoming Vadhwani Port** that will catapult state's port capacity to nearly 34 Mn TEU (highest in India)
- **Maharashtra leads in high-speed rail and Dedicated Freight Corridor (DFC) nodes** with 500 km Mumbai-Ahmedabad bullet train underway¹²⁷ and key stretches of Western DFC being located within the state

Key opportunity areas

A. Strengthen multi-modal connectivity across population centers, industrial clusters and tourism hotspots:

A1. Roadways: With rising travel and freight expected across districts, opportunity to ensure all 38 districts are connected by good-quality, climate resilient roads enabling comfortable and safe high-speed travel – "A country's roads are not good because a country is rich, a country is rich because her roads are good"

A2. Air connectivity: Despite 14 airports, Mumbai handles ~80% of state air traffic, opportunity to expanding air traffic regionally and strengthen airport infrastructure outside metro cities

A3. Railway: Key hubs within and outside state have limited high-speed rail connections (e.g., Mumbai-Bengaluru, Nashik-Pune), opportunity to expand high-speed rail and rapid transit systems

A4. Rural connectivity: Less than 70% of rural roads are surfaced and only three-fourths of villages have direct bus routes, opportunity to universalize last-mile access and strengthen rural-urban networks

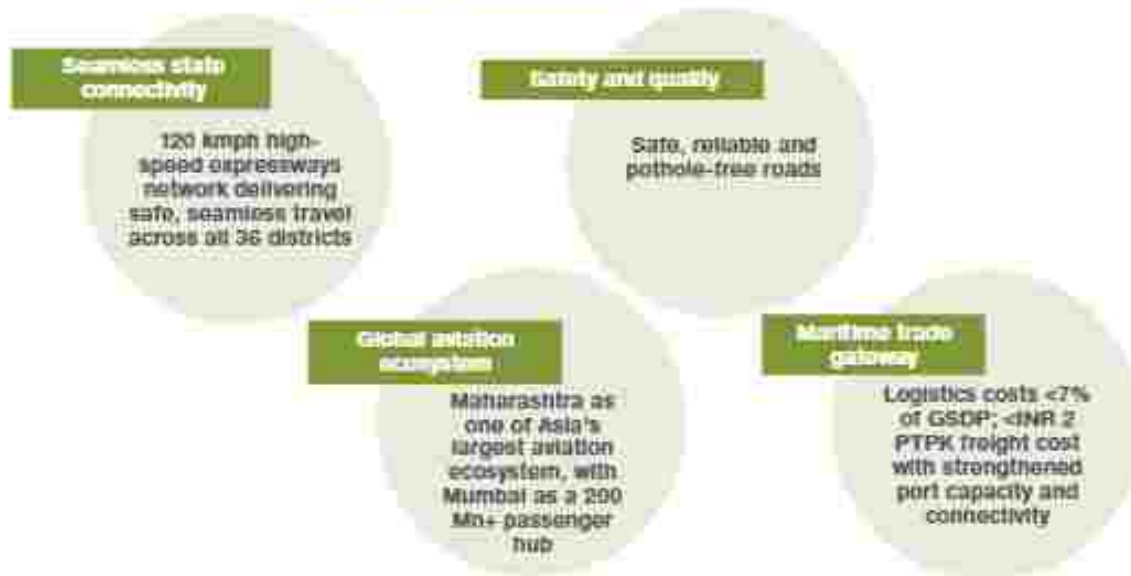
B. Reduce road fatalities: State's fatalities from road accidents have risen from

Source
 124. Ministry of Ports, Shipping, Waterways, Length of Coastline of India (2025)
 125. Maharashtra Logistics Policy, 2004
 126. International Airport Review, The Economic Times (2025)
 127. Press Information Bureau
 128. MoRTH, Road Accidents in India (2023)

9.2 (in 2020) to 12 per 1 lakh population (in 2023)¹²⁹, more than the WHO benchmark of <5 per 1 lakh population¹²⁹. Majority of crashes in Maharashtra (76%) were caused due to over speeding¹³⁰. Opportunity for targeted, tech-enabled safety measures to reduce deaths and serious injuries.

- C. **Lower freight costs:** Over 70% of freight moved by road currently (vs. 40-45% for developed nations like USA), driving logistics costs above developed economy levels¹³¹; opportunity to diversify towards rail and water-based freight modes to control costs and emissions

Vision and Outcomes¹³²



To achieve the above, the State will track the following metrics:

Themes	Metric	MH Current	India Current	2029	2035	2047
Seamless state connectivity	Core road network built-up length (Km) ¹³³	55K	-	58K	65K	92K
	High-speed rail corridors (#) ¹³⁴	1	-	1	3	>5
	Share of villages with direct bus connectivity (%) ¹³⁵	77	-	82	90	100
Safety and quality	Road transport fatalities (per Lakh) ¹³⁶	12.1	12.5	10	8	<5
Global aviation ecosystem	Total passenger traffic (Mn) ¹³⁷	71	411	100	200	>350
Maritime trade gateway	Containerized cargo handled at ports (TEUs) ¹³⁸	7.3	13.5	20	25	>30
	Avg. turnaround time at ports (hours) ¹³⁹	26	48	20	18	<12
	Share of freight moved by rail (%) ¹⁴⁰	18	18	20	25	>30

Source

129: WHO, Global status report on road safety (2023)
 130: Maharashtra Crash Report (2022)
 131: Maharashtra Logistics Policy 2024
 132: Note: PTPK costs in Maritime trade gateway vision statement not adjusted for inflation
 133: Annual Pass Videsh Vojara
 134: Yash Murtuge-Ahmedabad HBR is expected to be operational by 2027
 135: MSRTC Administration Report 2021-22
 136: Maharashtra State Data Bank, Road Accidents in Maharashtra State (2022)

with state population 12.7 Cr; MoRTH, Road Accidents in India (2023)
 137: Airport Authority of India (2023)
 138: Crime Investigation Department, Crime in Maharashtra 2022; Press Information Bureau, India's Major Ports Achieve Historic Milestones in FY 2024-25, Driving Growth and Global Competitiveness (2024)
 139: For JNPA, Ministry of Ports, Shipping and Waterways, Basic Port Statistics of India (2024); Press Information Bureau, Average turnaround time of major ports (2024)
 140: For India (FY 21), Nil Aajay, Freight tracking freight in India (2021)

Key Initiatives

01

Build a 6000 km+ expressway network

02

Transform Maharashtra's roads with Amritkal Raste Vikas

03

Deploy 27K clean-energy buses and modernize bus infrastructure in rural areas

04

Develop Maharashtra as India's 350Mn+ passenger aviation ecosystem

05

Expand dedicated freight corridors and high/semi-high speed rail networks

06

Make Maharashtra India's \$2.5-3 Tn merchandise trade gateway via containerized port economy

07

Establish a unified authority for integrated transport and logistics

1. Build a 6000 km+ expressway network

Objective: To create a 120 kmph high-capacity network of expressways driving seamless connectivity and inclusive growth across all districts

Key elements:

- 1.1 **Enable greenfield expressway development:** Construct more than 6K km of high-quality greenfield expressways, increasing total length of expressways within state by 7-8 times, to enable faster, safer travel
- 1.2 **Build corridors to national growth centers:** Develop direct expressways linking Maharashtra's economic hubs with key national centers (e.g., Pune-Bengaluru; Mumbai-Nagpur-Hyderabad-Bengaluru) to drive regional integration, faster mobility, and trade competitiveness
- 1.3 **Promote green-highway development:** Construct expressways with dedicated EV lanes and adequate charging infrastructure, solar-powered rest stops and appropriate green cover plantations



From ad-hocism to systematic road selection for preventive maintenance using scientific, data-driven systems for better accountability, higher service quality and longer asset life

2. Transform Maharashtra's roads with Amritkal Raste Vikas

Objective: Transform Maharashtra's Road infrastructure to ensure a safe, high-quality, climate resilient network enabled by seamless digital integration for efficiency and accountability

Key elements:

- 2.1 **Develop core road network:** Demarcate 50% of state's roads as core road network (22K km) ensuring every district, major town, and growth center (MIDCs, APMCs, SEZs, ports, airports, tourism hubs) is directly connected by high-capacity Expressway, National/State highway, or Major District Roads
- 2.2 **Ensure 100% all weather roads for rural connectivity** (refer Agriculture and Allied Sectors chapter)
- 2.3 **Modernize construction:**
 - 2.3.1 **Mandate low-carbon, locally sourced** (e.g. laterite, fly ash, recycled asphalt) and recycled material usage in road design, especially for rural and eco-sensitive areas
 - 2.3.2 **Adopt advanced construction technologies** (e.g., 3D machines, precast modular bridges, Ultra-High Performance Fiber Reinforced Concrete) to halve construction timelines and enhance durability
- 2.4 **Introduce reforms across road lifecycle management:**
 - 2.4.1 **From ad-hocism to systematic road selection** for preventive maintenance using scientific, data-driven systems for better accountability, higher service quality and longer asset life
 - 2.4.2 **Establish digital road asset management cells**, equipped with GIS-based digital platforms for real-time tracking of costs, timelines and undertaking predictive maintenance, drone-based monitoring
- 2.5 **Integrate greenery in road network:** Develop state's roads with native trees, and landscaped green belts, reflecting Maharashtra's natural heritage
- 2.6 **Ensure best-in-class road safety:** Launch a 'Gold Standard Road Safety' mission with AI-driven black-spot detection, regular safety audits, and integrated traffic management systems for core road network. Strengthen RTOs for stricter driving license related enforcement (Refer Exhibit 1)

EXHIBIT 1: Global best practices for ensuring road safety

Spain	Australia	UAE
<ul style="list-style-type: none"> • Penalty-point system on driving licenses 	<ul style="list-style-type: none"> • Upgraded accident-prone "black spots" with safer road engineering and barriers 	<ul style="list-style-type: none"> • Smart cameras to detect rear seatbelt violations
<ul style="list-style-type: none"> • Integrated pedestrian crossings 	<ul style="list-style-type: none"> • Graduated licensing with restrictions for young drivers 	<ul style="list-style-type: none"> • Pedestrian safety campaigns to curb jaywalking

*Monetize
infrastructure
(e.g., via
commercial
leasing, rooftop
solar, advertising)
to generate
incremental
revenue for
service quality
and network
expansion
without adding
fiscal burden*

2.7 Expand financing mechanisms:

- 2.7.1 Supplement state budgetary support with innovative funding mechanisms like multilateral funding support (e.g., ADB, AIFB, JICA, NDB), InvITs (e.g., Maha-InvITs), PPP, hybrid annuity model, borrowings (e.g., NABARD), grants (e.g., Central Road Fund grants)
- 2.7.2 **Create dedicated infrastructure financing cell** for attracting and facilitating private sector investments across construction, operation, and maintenance phases

3. Deploy 27K clean-energy buses and modernize bus infrastructure in rural areas

Objective: Cutting rural travel gaps by guaranteeing affordable, low-emission, and comfortable public transport across Maharashtra for inclusive growth

Key elements:

- 3.1 **Expand rural coverage:** Scale MSRTC's bus fleet to >27K matching rural demand with high-frequency, accessible buses connecting all villages
- 3.2 **Transition to clean and smart mobility:** Convert bus fleet to electric/low-emission buses incrementally, and deploy corresponding infrastructure for fleet upkeep (e.g., fast-charging infra for EVs at depot)
- 3.3 **Build tech-enabled bus terminals:** Transform bus terminals into digital, accessible passenger hubs offering real-time transit info, integrated ticketing, and last-mile connectivity facilities
- 3.4 **Diversify revenue streams through infrastructure optimization:** Monetize infrastructure (e.g., via commercial leasing, rooftop solar, advertising) to generate incremental revenue for service quality and network expansion without adding fiscal burden

4. Develop Maharashtra as India's 350 Mn+ passenger aviation ecosystem

Objective: Make Maharashtra a premier global aviation ecosystem, anchored by a network of mega, mid-scale, regional airports and a strong aviation value chain

Key elements:

- 4.1 **Build a tiered airport infrastructure:**
 - 4.1.1 **Mega-capacity airports in MMR:** Expand airports in MMR (e.g., Mumbai, Navi Mumbai, Palghar) to handle combined 200-250 Mn passengers and >4 Mn tons cargo annually, with seamless connectivity across long-haul, regional, and dedicated freight operations
 - 4.1.2 **Develop large airports for key metropolitan regions:** (e.g., Pune, Nagpur): Develop 2-3 international airports with 30-100 Mn passenger capacity designed as multimodal hubs with anchor SEZs
 - 4.1.3 **Enable regional air connectivity with cost-efficient airline operations:** Operationalize >10 regional airports on high-demand routes under a state-backed regional connectivity scheme and create airport-linked economic zones and logistics hubs near these



*Aviation
manufacturing
hub in Nagpur:
Create 1000-
1500 acres
aviation cluster in
Nagpur hosting
global avionics
and component
manufacturing,
MRO docks and
drone assembly
lines*

- 4.2 **Anchor global carriers and cargo operators:** Attract at least 2 long-haul network airlines and 1 dedicated freight operator to be based in Mumbai with relevant policy incentives (e.g., tax holidays, peak slots, reduced ATP-VAT)
- 4.3 **Build an aviation-linked economic hubs:**
 - 4.3.1 **Aviation manufacturing hub in Nagpur:** Create 1000-1500 acres aviation cluster in Nagpur hosting global avionics and component manufacturing, MRO docks and drone assembly lines
 - 4.3.2 **Flight training organizations (FTOs) ecosystem:** Set-up FTOs for various aircraft like fixed-wing aircraft, helicopters etc. to build a skilled aviation workforce (e.g., flight instructors, ground crew, aircraft maintenance engineers (AMEs), drone operators)
- 4.4 **Deploy urban vertiport and heli/seaplane network:** Roll-out urban vertiports and heli/seaplane pads across tourism and business corridors, enabling 15-minute intra-city travel and access to coastal/ remote districts

5. Expand dedicated freight corridors and semi/high speed rail networks

Objective: To transform Maharashtra into India's most rail-connected state by shifting 25-30% of freight to dedicated rail corridors and offering passengers reliable semi/high-speed passenger lines across key demand centers

Key elements:

- 5.1 **Extend dedicated freight corridors (DFCs) to 4-6 additional locations:** Operationalize linkages to major ports (e.g., JNPT, Vadhavan) and develop additional connections to existing/planned DFCs (Western, East-West, North-South) based on intra- and inter-state freight flows to position state as a maritime gateway for merchandise trade. Illustrative connections:
 - 5.1.1 Connecting JNPT, Vadhavan to Karnataka (which is Maharashtra's 2nd largest rail inflow source) with key commodities like iron, steel, cement, and clinker originating from its North and Central regions
 - 5.1.2 Integrating Chandrapur and Gadchiroli into the East-West DFC to leverage their iron, coal reserves
 - 5.1.3 Extending Western DFC to Ratnagiri and Sindhudurg to unlock granite and natural stone resources
- 5.2 **Establish high speed/semi-high speed rail network:** Connect key urban hubs, enabling <3-5-hour journeys. Illustratively, these routes can include:
 - 5.2.1 Outside Maharashtra: Connecting Mumbai with Hyderabad, Bengaluru; operationalizing ongoing Mumbai-Ahmedabad high speed rail corridor
 - 5.2.2 Within Maharashtra: Connecting Mumbai with Pune, Nashik, Nagpur and other Konkan regions (Ratnagiri and Sindhudurg); Nagpur with Ch. Sambhaji Nagar and Amravati; Pune with Nashik
- 5.3 **Build rapid rail transit network (RRTS) in metro hubs:** Develop high-frequency, high-capacity 100-150 km RRTS corridors connecting metropolitan regions with nearby satellite cities, urban centers (e.g., Mumbai with Panvel, Pune, Pune with Ahilyanagar, Nagpur with Wardha, Yavatmal)

- 5.4 **Upgrade rail terminals into intermodal hubs:** Transform existing railway stations in urban and emerging cities into world-class intermodal terminals with direct connectivity to metros, buses, and last-mile mobility
- 5.5 **Build rail-tech manufacturing cluster:** Establish a hub producing high-/semi-speed trainsets, train/metro wagons, potentially in Ch. Sambhaji Nagar, backed by an indigenous components' ecosystem

6. Make Maharashtra India's \$2.5-3 Tn merchandise trade gateway via containerized port economy

Objective: Turn MMR into a high-throughput, digitally managed port ecosystem anchored by JNPT, VadHAVAN, and other minor ports to unlock USD 2.3-3 Tn in merchandise trade, and catalyze port-led industrial growth

Key elements:

- 6.1 **Expand container port capacity:** Scale up Maharashtra's containerized port capacity to handle 23-30% of India's projected 45-55 Mn TEU container traffic, through expansion of existing ports (JNPT, VadHAVAN, non-major ports) or development of new greenfield ports
- 6.2 **Modernize port operations:** Meet global standards on port operations including 100% berth mechanization, smart port management systems (for e.g., smart quay, fleet lanes) and standardized very-high-frequency communication system to reduce vessel turnaround time by at least 30%
- 6.3 **Build port-city:** Develop 2,000-3,000 ha of port-centric land bank around JNPT-VadHAVAN and key non-major ports (e.g., Dighi, Dabhol etc.) hosting export-oriented manufacturing, warehousing, and value-added services
- 6.4 **Enhance port-hinterland connectivity:** Connect JNPT-VadHAVAN to industrial hubs and logistics parks in key centres (Mumbai, Thane, Pune, Nagpur, Ch. Sambhaji Nagar etc.) via direct rail sidings to Western DFC and 6's lane port highways to reduce door to port transit time

Global case studies on port modernization

- Rotterdam port: Smart quay walls and sensor buoys deliver real-time data, cutting berthing time by 1 hour and saving ~\$30K per vessel
 - Durban container terminal: Kalmar smart stack feeds real-time container data to Terminal Operating System (TOS), optimizing yards and reducing ship TATs
 - Liverpool port: Smart lanes using RFID and OCR automate checks, easing congestion and boosting lane throughput
- 6.5 **Develop shipbuilding and maintenance hubs:** Establish more than 5-6K acres integrated ship-building and marine services cluster across Palghar, Raigadh and Vijaydurg, with dry docks, and dedicated institutes for skilling marine engineers and technicians

Transform existing railway stations in urban and emerging cities into world-class intermodal terminals with direct connectivity to metros, buses, and last-mile mobility



Establish training institutes, regional centers and government support schemes for heavy vehicle and equipment operators, drivers and other skills addressing global shortage

7. Establish a unified authority for integrated transport and logistics

Objective: Streamline multimodal transport governance and ensure convergence in transport planning across roadways, airports, ports, bus networks, last-mile connections across urban/ rural/ inter-city regions

Key elements:

- 7.1 **Create integrated transport planning authority:** Set up a single empowered authority for integrated planning and management of multimodal projects, faster decision-making and reduced inter-agency overlap, guided by a statewide origin-destination (OD) study for cargo and freight investments. This authority should also identify and address emerging priorities, for e.g.,
 - 7.1.1 Promote inland waterways shift. Increase modal share for cargo on inland waterways to more than 10% (via Godavari (NW4), Tapi rivers (NW 100) and Wainganga-Nalganga routes etc.) by developing 3-4 economic zones with first/last-mile links and standardizing sub-3,000-ton vessels for year-round navigability and lower emissions
 - 7.1.2 Reduce urban parking stress. Integrate public parking into city development plans, and regulate urban parking through innovative measures (e.g., parking as tradable asset, congestion fees)
- 7.2 **Strengthen last mile connectivity:** Empower Transport Department to deploy a unified mobility card and ensure full integration of feeder services (buses, shared autos/taxis, digital platforms) across all major transit hubs to ensure seamless commuter transfers
- 7.3 **Develop skilled transport workforce:** Establish training institutes, regional centers and government support schemes for heavy vehicle and equipment operators, drivers and other skills addressing global shortage
- 7.4 **Masterplan logistics infrastructure:** Develop statewide logistics network spanning international/ district hubs integrating MMLPs, CPCE, ICDs¹⁴¹, processing facilities and truck terminals, in line with Maharashtra Logistics Policy 2024. Equip with emerging technologies (AI, Blockchain, ILMS)

Source:
141. Note: Multi-Modal Logistics Parks, Customer Fulfillment Centers, Inland Container Depot



Roadmap

2023-24	2025-26	2035-47
1. Build a 6000 km+ expressway network		
<ul style="list-style-type: none"> Completion of Jalna-Nanded expressway (2027-28), Pune ring road, MMC, Vidarbha, Revies-Reddi bridge connectivity, Konkan expressway (2025-26) Finalize PPP/ EPC mix and award contracts 	<ul style="list-style-type: none"> Completion of proposed expressways incl. Pune-Ch. Sambhaj Nagar, Naggur-Bhairidara-Gondia, Vira-Aibag, Pune-Nashik Industrial expressway, Shaktipoth expressway EV fast-charging stations every 25-50 KMs 	<ul style="list-style-type: none"> Construct full 6,300 km network of expressways 100% green expressways with EV & renewable infra
2. Transform Maharashtra's roads with Amritkal Raste Vikas		
<ul style="list-style-type: none"> Real-time pothole detection, AI black-spot mapping & smart surveillance on 10 top accident corridors (2027) 40% of road network under green cover (2029) PPP nodal cell set up; WB/ADB/AIB loans mobilized (2025) 	<ul style="list-style-type: none"> 100% district & taluka connectivity with direct links to economic and tourism nodes 50% recycled/low-carbon mandate >60% of road network under green cover Road asset management system deployed covering >90% of state's road network 	<ul style="list-style-type: none"> Road infra self-financed; multilateral debt retired Expressways & core corridors maintained via AI enabled predictive maintenance >80% of road network under green cover
3. Deploy 27K clean-energy buses and modernize bus infrastructure in rural areas		
<ul style="list-style-type: none"> MSRTC bus fleet scaled to 19K 50% fleet converted to EV/low-emission buses; fast-charging infra deployed at depots 25% bus terminals modernized into smart passenger hubs with digital ticketing & real-time info (2025) Revenue diversification related RFPs initiated (for commercial leasing, rooftop solar & advertising) (2027) 	<ul style="list-style-type: none"> MSRTC bus fleet scaled to 23K 100% rural connectivity achieved 75% of fleet transitioned to electric/low-emission buses 75% of bus terminals redeveloped as smart multimodal hubs 	<ul style="list-style-type: none"> 27K MSRTC bus fleet Universal clean mobility with 100% electric/zero-emission fleet All bus terminals fully digital, accessible and multimodal
4. Develop Maharashtra as India's 350Mn+ passenger aviation ecosystem		
<ul style="list-style-type: none"> Navi Mumbai Airport Phase I commissioned (2025) Tax holiday & ATF-VAT cuts enacted; MoUs with 1 long-haul carrier, 1 freighter (2027) Regional airports activated under enhanced RCS; Route Development Fund launched (2026) Vertiport policy launched (2027) Vertiport policy launched (2027) 	<ul style="list-style-type: none"> Navi Mumbai and Mumbai airports capacity expanded to 150 MPPA / 3 MT freight tonnage 2 long-haul carriers based in Maharashtra 10+ airports with 5-6 airport economic zones Flight training capacity of 1,000+ pilots per year 	<ul style="list-style-type: none"> Universal regional air connectivity achieved 20% of India's pilot demand supplied by Maharashtra

Till 2025	2026-35	2036-47
5. Expand dedicated freight corridors and high/semi-high speed rail networks		
<ul style="list-style-type: none"> Intra-state & pan-India DFC links commissioned for JNPT & Vadnavar ports (2027) 	<ul style="list-style-type: none"> Western, East-West & North-South DFCs fully live; with additional linkages live 	<ul style="list-style-type: none"> Rail freight share >30%
<ul style="list-style-type: none"> RoW acquired for additional linkages to DFCs (2028) 	<ul style="list-style-type: none"> 20%+ rail share in freight 	<ul style="list-style-type: none"> All identified HSR, Semi-HSR and RRTS routes operational
<ul style="list-style-type: none"> Mumbai-Ahmedabad HSR commissioned (2028) 	<ul style="list-style-type: none"> 50% of HSR, Semi-HSR and RRTS routes operational 	<ul style="list-style-type: none"> All major railway terminals in Maharashtra modernized
<ul style="list-style-type: none"> HSR, Semi-HSR, RRTS routes identified and awarded 	<ul style="list-style-type: none"> Additional railway stations upgraded into smart intermodal hubs 	
6. Make Maharashtra India's \$2.5-3 Tn merchandise trade gateway via containerized port economy		
<ul style="list-style-type: none"> Port-centric land bank secured around JNPT-Vadnavar and non-major ports (2027) 	<ul style="list-style-type: none"> 70-85% plots serviced with smart warehousing and anchor firms 	<ul style="list-style-type: none"> Transitioning to fully automated, port operations across key ports,
<ul style="list-style-type: none"> 6/8-lane port highways linking to industrial hubs completed (2029) 	<ul style="list-style-type: none"> 20% door-to-port time cut 	<ul style="list-style-type: none"> Container capacity scaled to 25-30% of India's projected traffic (45-55 Mn TEUs)
<ul style="list-style-type: none"> Direct rail sidings to Western DFC operational (2025) 	<ul style="list-style-type: none"> 100% mechanized berths, AI-integrated ops, 50% faster turns 	
<ul style="list-style-type: none"> 25% berth mechanization with VHF traffic system in place (2026) 	<ul style="list-style-type: none"> 100% mechanized berths, AI-integrated ops, 50% faster turns 	
7. Establish a unified authority for integrated transport and logistics		
<ul style="list-style-type: none"> Integrated planning authority constituted (2026) 	<ul style="list-style-type: none"> 100% transport capex routed through integrated planning authority 	
<ul style="list-style-type: none"> State-wide OD study completed (2027) 	<ul style="list-style-type: none"> 80% commuters using integrated services; 50% public fleet electric 	
<ul style="list-style-type: none"> Single-window system for aviation licenses & clearances (2027) 		
<ul style="list-style-type: none"> Regional connectivity scheme for airports launched (2027) 		
<ul style="list-style-type: none"> Unified transport app/card launched; bus, metro, auto & taxi integrated (CSMT, Pune, Nagpur, Nashik, Aurangabad) 		



INCLUSIVE

Themes and corresponding departments

9

EDUCATION AND SKILLING

- School Education
- Higher and Technical Education
- Skill Development

10

HEALTH

- Public Health and Family Welfare
- Medical Education and Research
- Food and Drug Administration



11

WELFARE

- Social Justice
- Tribal Development
- Other Backward Classes
Behujan Welfare
- Women and Child
Development
- Disability Welfare, Minority
Welfare

12

SOFT POWER

- Cultural Activities
- Sports
- Marathi Language



9 EDUCATION AND SKILLING

Create global talent hub for inclusive, industry linked education and skilling that fosters learning, innovation and entrepreneurship

Maharashtra aspires to achieve 100% foundational literacy and numeracy, with 80%+ placement for graduates. This will be enabled by 10 initiatives - for school education, enhance teaching capacity, infrastructure and curriculum. For higher education, establish self-sustaining edu-cities, accelerate research. For skilling, align with industry through data-led workforce planning.

Maharashtra's achievements

Maharashtra's education and skill development ecosystem stands as one of India's most dynamic and comprehensive learning landscapes:

- **Extensive school education network** with >1L schools and >2Cr⁺⁺ student enrollment
- **India's second-largest higher education network** with 6,154 colleges¹⁴². With 11 institutes ranked in the NIRF top 100 (country's second highest tally¹⁴⁴) and one out of three Indian institutes ranked in the QS global top 200.
- **One of India's largest ITI networks** with 1,000+ institutions with an annual capacity to skill 2.5L students¹⁴⁵. Maharashtra also established the Ratan Tata Maharashtra State Skills University (RT-MSSU) – the first government-run skill university
- **Maharashtra leads India's startup ecosystem with 26K startups (24% of India total)** and is geared to further strengthen this ecosystem with its recent Startup, Entrepreneurship and Innovation Policy 2025

Key opportunity areas

EXHIBIT 1: Maharashtra's skill demand and capacity estimation, 2035

Estimation of Maharashtra's skill demand and capacity, 2035

For non-agriculture jobs; all numbers in lakhs; rough estimates

Workforce Type ¹	Typical qualifications	Example jobs	Number of workers in 2035 ²	Expected number of workers in 2035 ³	Annual worker inflow for skilling ⁴	Current skilling type ⁵	Skilling capacity for 2035 ⁶
Blue collar	NISQ level 1-3; Secondary school certificate or below	Factory workers, construction workers, farmers, drivers, plumbers	110	250	7	Short-term skilling	12
Grey collar	NISQ level 4-5; Higher secondary and technical/ non-technical diploma or certificate	EV and auto installation technicians, IT support staff, medical technicians, hospital manager	70	100	8	Long-term skilling (ITI and Polytechnics)	43
White collar	NISQ level 6-8; Graduates and above	Data analyst, software engineer, marketing/ sales manager	60	75	3	Higher education	11

1. Current workforce split calculated based NISQ and education distribution of population. Source: PLFS 23-24 A-19 and <https://www.education.gov.in/sites/default/files/indiafiles/NISQ%20NOTIFICATION.pdf>
2. For 2035 LFR at 83.9% and unemployment rate at 3.6%. Source: PLFS 2023-24. For 2035 LFR assumed at 70% and unemployment rate considered consistent at 3.6%
3. 12% of the working population expected to move from agriculture to blue collar (+8%) and grey collar (+4%) jobs
4. Includes additional skilling required to replace retiring population, assumed at 3% of working population and that 50% of blue-collar job demand is met by workers with no official skilling/training; today 80% of population lacks formal training as per PLFS 23-24
5. ITI, Polytechnics and Vocational/ Short-term skill training institutes capacity from Maharashtra Skill Development Plan (SSDP) 2024-2025. Out-sum data for Graduates, Postgraduates, M.Phil., Ph.D. from AISHE 21-22
6. Analysis includes only domestic demand for Maharashtra

Source:
142: UDISE 2023-24
143: Department of Higher and Technical Education, GoM
144: NIRF India Rankings 2025: Overall
145: Department of Skill Development and Entrepreneurship, Government of Maharashtra

With labor force participation projected to reach 60% by 2047, Maharashtra will require to skill/ educate 15-17L workers every year till 2035 while addressing shift in employer demand towards mid- to high-level digital and technical skills. Current skilling system has surplus capacity for white-collar upskilling but shortages for blue- and grey-collar training. This presents the following opportunities for skilling and education programs (refer Exhibit 1):

- A. Elevating student learning outcomes:** With 75% of Class 10 students below proficiency in STEM subjects, pass rates slipping 5–6% over last two years and student-teacher ratios often above 1:35, opportunity to improve learning outcomes through strengthened teaching capacity and infrastructure
- B. Bridging quality disparities to strengthen global visibility:** Despite having 11 institutes in NIRF top 100, only 2% of Maharashtra's colleges are A++ NAAC graded, with few foreign partnerships. Additionally, the State's higher education ecosystem is highly fragmented with multiple <500-student colleges that lack autonomy, resources and scale; opportunity to converge institutions, mandate outcome-based accreditation and boost global rankings
- C. Catalyze industry led research and innovation:** Limited industry academia collaboration causes university R&D to be disconnected from market demand, with minimal funding for postgraduate research; opportunity to scale industry-driven R&D that translate academic work into commercial patents
- D. Capturing share of outbound student migration and attracting international students:** Despite a dense network of 67 universities, Maharashtra is amongst the top three states in India for overseas outflow of students, diverting tuition spend and diluting talent pools; opportunity to provide world-class colleges, dual-degree tie-ups with top global universities
- E. Strengthening linkage between skilling and placements with evolved curriculum:** While the state hosts >1,000 ITIs and >8,000 skilling centres, it lacks a robust mechanism to track placement and retention, leaving the true employment impact opaque; opportunity to institutionalise industry linkages for curriculum design and placement commitments
- F. Enhancing performance linked funding:** Nearly 40% of learners study in government-aided schools, colleges and skilling institutions, yet grants remain input driven; opportunity to phase in unified, outcome-linked funding tied to learning outcomes, research quality and placement success

Vision and outcomes



To achieve the above, the State will track the following metrics:

Themes	Metric	MH Current	India Current	2029	2035	2047
Competency-based, digitally enabled schooling	Gross Enrolment Ratio – Secondary (%) ¹⁴⁶	81%	77%	95%	100%	100%
	Drop-out rate – Secondary (%) ¹⁴⁶	11.5%	14%	<7%	<4%	~0%
	Performance Grading Index (status) ¹⁴⁸	Pracheta -3	NA	A-Uttam	Daksh	Daksh
World-class universities	Institutions with 40% credits available via recognized digital platforms (%)	Not tracked	Not tracked	20%	75%	100%
	Institutes in NIRF top 100 ranking (#) ¹⁴⁷	11	NA	13	20	30
	Institutes in QS top 200 ranking (#) ¹⁴⁸	1	3	2	3	5
	Annual commercial patents through SPU research (#)	Tracked partially	Not tracked	50	250	>500
	Graduates getting placed (%)	Tracked partially	Not tracked	50%	70%	>80%
Industry-led, outcome-driven skilling ¹⁴⁹	Students completing apprenticeship programs (%)	Not tracked	Not tracked	60%	75%	>85%
	Trainees placed (%)	Tracked partially	Not tracked	60%	75%	>85%
Future ready workforce	Start-ups (#, thousands) ¹⁵⁰	30	NA	50	75	100
	Students getting access to credit, mentoring for entrepreneurship (%)	Not tracked	NA	50%	60%	>75%
Global career launchpad	Persons going for international careers (#, lakhs)	Not tracked	Not tracked	0.5	5	10

Source:

146: Department of School Education, Government of Maharashtra

147: NIRF Top 100 rankings

148: QS World University Rankings 2026

149: Note: To ensure that Maharashtra's skill development initiatives are inclusive and equitable, it is essential that all above metrics are tracked with disaggregated data for women, tribal communities, persons with disabilities, transgender, and other social and marginalized groups. Capturing this data will enable the government to design targeted interventions, monitor equity-based outcomes, and ensure that skilling programs effectively address the unique challenges faced by these communities and improve inclusive workforce participation.

150: Department of Skill Development and Entrepreneurship, Government of Maharashtra

Key Initiatives

01

Improve learning outcomes for government run schools

02

Provide inclusive, high-quality higher education through transformation of state public universities

03

Establish industry integrated research and innovation CoE in 8-10 universities and institutions

04

Build 8-10 Edu Cities to attract Indian and International students

05

Deliver demand-driven skilling and education based on employment market intelligence

06

Equip Maharashtra's youth through industry-led and outcome-oriented skilling and education

07

Empower marginalized groups, women and persons with disabilities via tailored skilling

08

Foster innovation in Maharashtra's entrepreneurial and industrial landscape

09

Make Maharashtra India's biggest contributor to the global people supply chain through G2G enabled partnerships

10

Implement outcome linked funding across the education to employment pipeline

1. Improve learning outcomes for government run schools

Objective: Transform every government run school into an inclusive, tech-enabled learning hub that delivers globally benchmarked, competency based and vocational education through empowered teachers and infrastructure

Key elements:

1.1 Build fully integrated physical & digital learning infrastructure

- 1.1.1 Conduct statewide safety audits to create safe, inclusive campuses with sanitation, drinking water, reliable power, accessible buildings and equip schools with libraries, sports facilities and maker spaces
- 1.1.2 Digitise all schools with smart boards, projectors, AI labs & innovation hubs. Leverage Learning Management System (LMS), Unified Data Management System (UDMS) to fuse SARAL, UDISE+, MRSAC and other portals onto single dashboard for monitoring student progress, teacher development, resource utilization
- 1.1.3 Upgrade all District Institute of Education and Training (DIET) with AI-enabled training halls, resource centers and virtual classrooms

1.2 Empower teachers through NEP aligned capacity building

- 1.2.1 Implement the National Professional Standards for Teachers across all schools to standardize teaching excellence
- 1.2.2 Deliver >50 hours of annual Continuous Professional Development per teacher, blending digital pedagogy, inclusive teaching practices, competency-based methods, flexible, multilingual micro-credential courses and PISA[®]-style assessment skills
- 1.2.3 Promote research and peer learning for pedagogy innovation:
 - 1.2.3.1 Set up demonstration schools with shared resources (for e.g., MP Shri and Model cluster schools)
 - 1.2.3.2 Establish Maharashtra Centre for School Leadership & Pedagogy Innovation and district action-research incubators to coach educators, fund pilots and disseminate proven practices
 - 1.2.3.3 Create policy labs in SCERT/ DIETs for piloting reforms

1.3 Transform learning curriculum for competence and support personalized learning pathways

- 1.3.1 Adopt the 5+3+3+4 curricular structure²², realign textbooks, pedagogy and Progressive Achievement Tests (PAT) linked assessments, track FLN progress on UDMS
- 1.3.2 Embed early vocational pathways with NSQF-certified, hands-on modules in new-age vocations (EV tech, AVGC, Industry 4.0) and weave life skills, AI literacy, sports, arts etc. into everyday lessons
- 1.3.3 Provide career counselling via trained counsellors at key junctures (e.g. Grade 10) to help students navigate academic vs. vocational options and make aptitude-based choices for career pathways
- 1.3.4 Launch e-Balbharti super-app that aggregates NGO and institutional ed-tech and delivers expert-curated digital content
- 1.3.5 Establish Online Education Board that certifies home schooling for equitable and flexible learning

1.4 Ensure equity and inclusion for all students

- 1.4.1 Close learning gaps for migrant learners by tracking them in real time on UDMS and deploying focused, data-driven support
- 1.4.2 Run targeted inclusion drives for SC/ST/OBB/VJNT, other minorities and

Embed early vocational pathways with NSQF-certified, hands-on modules in new-age vocations (EV tech, AVGC, Industry 4.0) and weave life skills, AI literacy, sports, arts etc into everyday lessons

²²Source: 131. Policy to Program for International Student Assessment (PISA): New model introduced by NEP 2020 in place of 10-2 structure (5-year foundational stage, 3-year preparatory stage, 3-year middle stage, 4-year secondary stage)

girl students through community outreach and mother-led learning circles, backed by residential hostels and bridging programs

1.5 Reform governance and policy for a digital-first accountable system

- 1.5.1 Roll out integrated HR and grievance redressal portal bringing real-time transparency to teacher transfers and grievance redressal
- 1.5.2 Apply the School Quality Assessment & Accreditation Framework (SQA&AF) statewide and manage continuous improvement through cluster governance (hub schools mentoring surrounding institutions)
- 1.5.3 Make SMCs active co-governors of budgets and plans

2. Provide inclusive, high-quality higher education through transformation of state public universities

Objective: Position Maharashtra as India's definitive education hub by elevating its universities and higher education institutions (HEI) to global standards with inclusive access, world-class teaching & infrastructure, and institutional excellence

Key elements:

2.1 Strengthen faculty and curricula quality:

- 2.1.1 Maintain zero faculty vacancies, fast-track hiring, and run continuous faculty-development and industry-expert exchange programs
- 2.1.2 Embed on-the-job training and industry projects in every programme
- 2.1.3 Integrate research apprenticeship into curriculum via credit linked lab/industry projects
- 2.1.4 Activate an Academic Bank of Credit for seamless credit accumulation and learner mobility across institutions

2.2 Expand program offerings: Forge dual-degree and joint R&D programmes with leading foreign universities; set up flagship outposts of top state universities in hubs such as Dubai/ Singapore for globalized experience

2.3 Create a Global Ranking Cell: Establish a Global Ranking Cell to design and monitor rank-revival plans for every state university & institution and manage a statewide QS/NIRF dashboard to track performance

2.4 Ensure inclusive, equitable access: Provide fee reimbursements, targeted scholarships and residential hostels for SC/ST/OBC/VNT/ women students

2.5 Launch Maha Gyandeeep digital university to make high-quality modular online courses available to every learner statewide

2.6 Introduce an AI-driven Career Development System: Provide an AI enabled system that auto-creates resumes/ CVs, recommends targeted online micro-courses, and delivers adaptive interview preparation

3. Establish industry integrated research and innovation CoE in 8-10 universities and institutions

Objective: Reposition Maharashtra's State and Central universities/ HEIs as globally ranked, industry-linked R&D hubs fostering breakthrough innovation

Key elements:

3.1 Designate sector-focused multidisciplinary Centers of Excellence (CoE):

Allocate space in select 8-10 leading universities to host centers with start-up incubators, venture studios etc. aligned to high-growth domains (AI, semiconductors, space tech, finance, digital commerce and arts etc.)

Establish a Global Ranking Cell to design and monitor rank-revival plans for every state university & institution and manage a statewide QS/NIRF dashboard to track performance

Develop vibrant campuses with transit links, sports complex, student housing, faculty villas, 24/7 medical center and retail and entertainment zones

- 5.2 **Collaborate with foreign universities:** Forge joint research programs and dual degrees to deepen global partnerships
- 3.3 **Recruit and retain top research talent:** Offer tenure-track positions and global fellowships to attract highly cited researchers; attract Indians working in R&D abroad through competitive fellowships and flexible appointments allowing sabbaticals, remote supervision, and joint IP rights
- 3.4 **Launch a co-lab fund:** Government to match private sector investment in university research (1:1) and guarantee joint intellectual property ownership. Tap national research programs and incentives to amplify funding
- 3.5 **Establish tech-transfer offices:** Set up dedicated accelerator office in each CoE to convert applied research into commercial patents through support with patent filing, licensing and additional grants for proven tech-transfer results; create open access test facilities and IP commercialization centers

4. Build 8-10 Edu Cities to attract Indian and International students

Objective: Build self-sustaining education hubs with leading Indian and global universities, making Maharashtra a top study destination attracting overseas learners and retaining high-spending Indian students

Key elements:

- 4.1 **Secure global and national university anchors:** Secure multi-decade concession agreements with top ranking international and Indian institutes
- 4.2 **Master plan campus infrastructure:** Develop vibrant campuses with transit links, sports complex, student housing, faculty villas, 24/7 medical center and retail and entertainment zones
- 4.3 **Operate a single-window regulatory and visa hub:** Facilitate single-window clearances for all academic licenses and infrastructure permits e.g. construction compliance, student visa etc.
- 4.4 **Incorporate industry driven innovation corridors:** Reserve area for corporate R&D centers and start-up incubators in every edu-city; mandate university partnerships for shared research and joint intellectual property
- 4.5 **Launch a global branding campaign:** Roll out the "Study in Maharashtra" marketing campaign across high potential student corridors e.g. Middle East, South East Asia, South Asia, Africa etc.

5. Deliver demand-driven skilling and education based on employment market intelligence

Objective: Conduct end-to-end, data-led workforce planning that aligns every skilling and higher-education program with dynamic industry demand to maximize placements and ensure talent pipeline stays market ready

Key elements:

Constitute Workforce Planning Council: Bring higher education institutions, public/ private training providers, demand departments (industries, tourism, agriculture etc.) and industry bodies onto common Employment Market Information System (EMIS)

- 5.1 Industry periodically submits forecasts for jobs and skills needed
- 5.2 Government departments:
 - 5.2.1 Assess employment-demand requirement for the unorganised sector through sampling of micro-enterprises, home-based units, gig platforms and self-employed workers

Introduce mandatory internships, apprenticeships and dual-study models across HEIs and skilling programs to provide at least six months of on-the-job exposure before graduation

5.2.2 Monitor trends, forecasts skills needed for traditional and sunrise sectors over 5, 10 and 25 years and accordingly designs policies

5.2.3 Audit all campuses, labs and digital facilities to guide consolidation before new capex

5.3 HEIs and skill training providers align curriculum with the demand

6. Equip Maharashtra's youth through industry-led and outcome-oriented skilling and education

Objective: Align higher educational institutions and skilling programs with real-time market demand so that learning leads to verified, sustained employment.

Key elements:

6.1 Co-design industry curricula: Align courses of every skilling institute (government and private) with the demand profile of the 24 designated industrial clusters (refer *Industries chapter*) to enable cluster firms to source >80% of their hires locally

6.1.1 Create modular, job-ready courses that carry industry-backed certification; prioritise high-growth (e.g., AI, robotics, tourism)

6.1.2 Jointly invest with industry employers in labs, trainers and digital platforms, ensuring top-tier infrastructure and instruction

6.1.3 Integrate soft-skills and interview preparation in curricula

6.2 Embed work-based learning pathways: Introduce mandatory internships, apprenticeships and dual-study models across HEIs and skilling programs to provide at least six months of on-the-job exposure before graduation

6.3 Track post-placement outcomes: Maintain an Aadhaar-linked dashboard to monitor job retention and wage progression at 3, 6 and 12 months

6.4 Institutionalize recognition for skilling credits: Maintain record of prior learning and industry modules completed in Academic Bank of Credits

6.5 Enable continuous upskilling and reskilling: Identify and deploy industry-government collaboration models to allowing professionals to continually align with emerging technologies and evolving job market demands

7. Empower marginalized groups, women and persons with disabilities via tailored skilling

Objective: Design and deliver inclusive, culturally relevant and accessible skilling enabling equitable workforce participation

Key elements:

7.1 Map local demand & aspirations: Run participatory surveys and industry consultations to pinpoint viable sectors such as agro-processing, crafts, eco-tourism and understand aspirations, constraints of each target group

7.2 Co-create inclusive curricula: Work with local experts to develop sector-specific modules embedded with life skills, financial and digital literacy, and entrepreneurship training

7.3 Deliver training through accessible platforms: Offer programs in community centers, villages, mobile units and barrier-free campuses, using local languages, voice-based content and assistive technologies

7.4 Build mentorship networks: Pair learners with role models from respective social groups for inspiration, guidance and confidence-building

7.5 Provide post-training pathways: Facilitate job placement with inclusive employers, incubate micro-enterprises and support them with market linkages and seed capital

7.6 Link to social-protection schemes: Integrate trainees with SHGs, tribal-

welfare, disability and social group programs (refer Welfare chapter)

8. Foster innovation in Maharashtra's entrepreneurial and industrial landscape

Objective: Nurture entrepreneurs and start-ups to position Maharashtra as the leading entrepreneurial state in India

Key elements:

8.1 Strengthen policy and governance frameworks:

- 8.1.1 Establish a dedicated Entrepreneurship & Incubation Policy for universities and colleges, embedding research, innovation and incubation support for start-ups in campus
- 8.1.2 Set up a mechanism linking industries, Higher Education, Skill Development and related departments to align policies, pool resources and monitor outcomes

8.2 Create a centralised startup registry: Maintain a database of every startup, incubator, accelerator, investor and mentor; incentivise registration through mandatory linkages to access government incentives

8.3 Adopt a sector-focused strategy:

- 8.3.1 Run tailored programmes, dedicated zones and specialized facilities for high-potential fields such as AI, fintech, agritech, semiconductors, cybersecurity, sustainability, defence etc.
- 8.3.2 Release high-value, sector-specific data and run hackathons, Grand Challenges and workshops to turn passive datasets into AI-driven, citizen-centric solutions

8.4 Build innovation infrastructure:

- 8.4.1 Develop a state-of-the-art Maharashtra Innovation City where startups, corporates, investors, academia and government co-locate for joint R&D, testing and scale-up
- 8.4.2 Establish district level innovation hubs equipped with cloud computing platforms, AI sandboxes, cybersecurity infrastructure funded by a 3.5% District Innovation Fund, to provide localized innovation labs, cross-disciplinary learning, and mentoring resources
- 8.4.3 Set up incubator cells in leading higher education institutes (e.g., SIMS in IIT Bombay, IIT-M-IC, NSRCEL of IIM Bangalore)

8.5 Provide tiered financial support: Offer seed grants through incubators, operate a venture fund, create a fund-of-funds, and support innovation-related expenses such as IPR costs and quality-testing fees etc.

8.6 Prioritize social inclusion: Earmark a dedicated budget for women, persons with disabilities and other marginalized groups, ensuring accessible facilities and bespoke mentoring

9. Make Maharashtra India's biggest contributor to the global people supply chain through G2G enabled partnerships

Objective: Secure 10L overseas jobs and USD 10Bn in annual remittances by 2047 through a state-backed international-mobility ecosystem

Key elements:

9.1 Institute the Maharashtra International Placement Agency: Set up a one-stop public agency with regional hubs to:

- 9.1.1 Map high-demand international sectors and talent pipelines
- 9.1.2 Deliver sector-specific upskilling to destination standards plus compulsory language, intercultural and financial-literacy training; award NSQF + global

Develop state-of-the-art Maharashtra Innovation City where startups, corporates, investors, academia and government co-locate for joint R&D, testing and scale-up

Tie the state grants for aided schools, colleges, and skilling providers to measurable results creating single accountability framework that rewards excellence and drives continuous improvement

credentials such as City & Guilds, OSHA or IELTS

9.1.3 Run district roadshows, coordinate interviews, visa processing, pre-departure orientation and onboarding; once abroad, overseas welfare desks and 24 x 7 helplines monitor worker safety, resolve grievances and support career progression and on return facilitate reintegration

9.2 **Forge strategic G2G talent corridors:** Sign multi-year mobility accords with other governments e.g. Germany, Japan, UAE, UK, Australia

10. Implement outcome linked funding across the education to employment pipeline

Objective: Tie state grants for aided schools, colleges and skilling providers to measurable results creating a single accountability framework that rewards excellence and drives continuous improvement

Key elements:

10.1 **Define segment specific performance measures:**

- 10.1.1 School education – year-on-year gains in learning outcomes in NAS/Parakh or equivalent independent assessments
- 10.1.2 Higher and technical education – improvements in NAAC grades, NIRF bands, research output (citations, commercial patents), placements
- 10.1.3 Skilling – enrolment of marginalised groups, course completion, verified placement rates and 6–12-month retention

10.2 **Link core and incentive funding to benchmarks:** Release base grants linked to minimum target thresholds; introduce tiered benefits for institutions that are top performers or fastest improvers in each segment

10.3 **Embed full transparency on a unified public dashboard:** Publish institution wise scorecards with learning outcomes, research metrics and placement outcomes with the corresponding fund flows on an integrated portal

10.4 **Establish independent oversight:** Form review committee to validate and ensure equitable, timely disbursement of outcome-linked grants

Roadmap

Till 2023	2024 - 2035	2036 - 2047
1. Improve learning outcomes for government run schools		
<ul style="list-style-type: none"> • Safety-first infrastructure completed across all schools • 100% FLN achieved by Grade 3 • Vocational and skill-based courses on frontier technologies launched (2026) • Integrated HR-grievance portal and school performance dashboard launched (2027) • E-Balbharti app launched (2027) 	<ul style="list-style-type: none"> • Civil and digital infra in all schools • Hub and spoke model cluster schools expanded • Policy labs in SCERT/DIETs established 	<ul style="list-style-type: none"> • National leader in inclusive, tech-enabled learning
2. Provide inclusive, high-quality higher education through transformation of state public universities		
<ul style="list-style-type: none"> • Maha Gyandeeep digital university and the Academic Bank of Credit launched (2027) • Dual-degree and joint-research MOUs with 10 global universities • 20% apprenticeship credits in all flagship programs (2026) • Global Ranking Cell setup (2027) • Set up a world-class university for art education 	<ul style="list-style-type: none"> • 2-3 overseas branch of state universities • At least one dual-degree in every state university 	<ul style="list-style-type: none"> • 10 universities feature in the QS Top 200

Till 2025	2026 - 2035	2036 - 2047
3. Establish industry integrated research and innovation CoE in 8-10 universities and institutions		
<ul style="list-style-type: none"> 3-5 CoEs set up; tech-transfer offices set up in established CoEs First cohort of senior researchers recruited; research-based apprenticeships credits launched (2027) Dedicated integrated R&D policy for the State launched (2026) 	<ul style="list-style-type: none"> 8-10 CoEs set up 	<ul style="list-style-type: none"> >500 annual commercial patents recognized from State universities
4. Build 8-10 Edu Cities to attract Indian and International students		
<ul style="list-style-type: none"> Concession agreements set up with 3-5 top global and Indian universities (2027) Inaugural edu-city set up 	<ul style="list-style-type: none"> Expand agreements to 10-12 universities 5-7 edu-cities completed 	<ul style="list-style-type: none"> Maharashtra amongst Asia's top 3 study destinations
5. Deliver demand-driven skilling & education based on employment market intelligence		
<ul style="list-style-type: none"> Workforce Planning Council constituted (2026) First 10-15-year statewide job demand forecast published 	<ul style="list-style-type: none"> All government and private skilling institutes integrated with industrial clusters 	
6. Equip Maharashtra's youth through industry-led and outcome-oriented skilling and education		
<ul style="list-style-type: none"> MoUs signed with 25+ industry players for public-private skilling collaborations Industry co-designed courses in 5 high-growth sectors launched across skill centers and educational institutions (2027) 	<ul style="list-style-type: none"> MoUs expanded and scaled to 50+ industry players 	
7. Empower marginalized groups, women and persons with disabilities via tailored skilling		
<ul style="list-style-type: none"> Inclusive curricula rolled out Link grants to placement outcomes for different social groups 	<ul style="list-style-type: none"> Accessible training hubs established in each district 	<ul style="list-style-type: none"> All target groups participate in the workforce at parity
8. Foster innovation in Maharashtra's entrepreneurial and industrial landscape		
<ul style="list-style-type: none"> Entrepreneurship & Incubation Policy for HEIs launched (2026) Startup registry launched (2026) Maharashtra Innovation City and 3-5 district innovation hubs opened 8-10 sector focused programs launched 	<ul style="list-style-type: none"> Innovation hubs established across all 36 districts 	<ul style="list-style-type: none"> Maharashtra established as the leading entrepreneurial state of India
9. Make Maharashtra India's biggest contributor to the global people supply chain through G2C enabled partnerships		
<ul style="list-style-type: none"> Maharashtra International Placement Agency established (2026) 10 MoUs for international mobility signed 	<ul style="list-style-type: none"> Regional centers of Placement Agency in all 36 districts 25 MoUs signed for international mobility 	<ul style="list-style-type: none"> 10L overseas jobs secured; USD 10Bn in annual remittances
10. Implement outcome linked funding across the education to employment pipeline		
<ul style="list-style-type: none"> Policy revision for outcome linked funding across the education and skilling ecosystem finalized (2026) Baseline and targets defined (2026) 	<ul style="list-style-type: none"> 80% of grants released on achievement of outcomes 	

माता व नवजात शिशु काल्जी कक्ष (MNCU)



10 HEALTH

Ensure universal access to affordable and quality healthcare and reduce premature mortality by a third

The State's life expectancy will increase from 75 to 85+. This will be enabled by 6 initiatives - expand primary, secondary and tertiary health facilities for last-mile access to doctors, medicines, diagnostics, scale insurance coverage, community-led preventive care and universal screening for non-communicable diseases. The State will build 5 Med-Cities and a data-stack for medical research.

Maharashtra's achievements

Maharashtra has succeeded in improving life expectancy to 75 years for females and 71 years for males¹⁵³, higher than India average of 71 and 69 years respectively (2020). The state has also reduced its Infant Mortality Rate (IMR) to 16 and Maternal Mortality Ratio¹⁵⁴ (MMR) to 33, markedly better than the national averages of 28 and 97 respectively, owing to robust public health infrastructure and adequate availability of primary health care providers:

- **The state has reduced the disease burden of communicable diseases** and eliminated deaths due to cholera, typhoid, pneumonia, driven by universal immunization programs¹⁵⁵
- **Maharashtra has the highest number of registered doctors and AYUSH practitioners** (2.1L and 1.7L respectively) in India (2022, 2021)¹⁵⁶
- **The state attracts 27% of international medical tourists**¹⁵⁷ visiting the country (2021), and has the highest number of JCI and NABH accredited hospitals in India (13 and 507 respectively in 2024 and 2025)¹⁵⁸

Key opportunity areas

A. Improve primary, secondary health care quality and affordability: 36% of children in Maharashtra are underweight (higher than India at 32%). Only 20% households have health insurance as compared to 65%+ in Andhra Pradesh, Tamil Nadu (2020). Opportunity to strengthen public health infrastructure with skilled manpower and adequate medicines/diagnostics provisions, while reducing out of pocket expenses.

B. Increase tertiary care access to address evolving health profile of state: Non-communicable diseases (NCD) contribute to 66% of the disease burden (2020), highlighting need to increase screenings and specialty care. Maharashtra's 60+ population is expected to double by 2047 to 35M+ (increasing from 13% of population currently to 23% by 2047), indicating the need to build best-in-class assisted living facilities with professional geriatric care providers.

C. Embed preventive care and wellness among citizens: 24% of adults in Maharashtra are overweight/obese as compared to 15-20% in Rajasthan, Uttar Pradesh and West Bengal. Among adults, 34% of men and 11% of women in the state consume tobacco compared to only 15-20% of men in Kerala, Tamil Nadu¹⁵⁹. Opportunity to shift focus to wellness and nutrition at-scale.

D. Increase research expenditure and specialist workforce: India spends <0.01% of GDP on health R&D (2017)¹⁶⁰, much lower than developed countries (Denmark and Singapore contributed >0.9% and >0.4% resp. in 2019-20)¹⁶¹. The state also has a low Postgraduate-to-Undergraduate seat ratio of 0.56 (compared to 1.55 in USA)¹⁶². Opportunity to boost research and nurture a highly specialized workforce.

Source

- 153: Economic Survey of Maharashtra 2024-25
 154: Central Bureau of Health Intelligence, National Health Profile, 2023; NITI Aayog, Viksit Bharat 2047 Approach Paper
 155: Maharashtra State Data Bank, Health Sector Summary
 156: Joint Commission International website, Open Government Data, 2024
 157: National Family Health Survey, 2020
 158: Principal Scientific Advisor to Government of India, An Agenda for Reorienting Health R&D
 159: World Health Organization, Benchmarking Health GSDI across countries, 2024
 160: Centre for Social and Economic Progress, Medical Education in India, 2023; Developed countries have built a much higher seat capacity at the PG level, to attend to a more complex disease burden, and navigate their demographic transition.

Vision and outcomes

Comprehensive primary healthcare and decentralised service delivery

Equal health outcomes for all with access to equitable healthcare services within 5km and availability of 13+ essential health services

Preventive and promotive care, focused on NCDs, lifestyle diseases

Lifelong healthy habits including balanced nutrition, physical and mental wellbeing, and sustainable surroundings

Advanced specialty care and research

Accessible and affordable tertiary care for everyone; Pioneer in drug discoveries, spending > 0.5% of GDP on health-related R&D

To achieve the above, the State will track the following metrics:

Themes	Metric	MH Current	India Current	2029	2035	2047
Comprehensive primary healthcare and decentralised service delivery	Infant Mortality Rate (per 1000 live births) ¹⁶¹	16	28	9	6	2
	Maternal Mortality Rate (per 100,000 live births) ¹⁶²	33	97	25	18	5
	Share of underweight children (< 5 years, %) ¹⁶³	36	32	15	10	3
	Incidence of Tuberculosis (per lakh population) ¹⁶⁴	153	195	80	40	15
	Proportion of population with elevated blood pressure (%) ¹⁶⁵	24	22	20	15	10
	Out of pocket expenditure as share of total health expenditure (%) ¹⁶⁶	38	39	30	20	5
Preventive and promotive care, focused on NCDs, lifestyle diseases	Proportion of overweight / obese population (%) ¹⁶⁷	24	23	20	15	10
	Adolescent fertility (live births per 1000 women aged 15-19) ¹⁶⁸	47	43	30	15	5
Advanced specialty care and research	Ratio of specialists to generalists ¹⁶⁹	< 1	< 1	1:1	1.5:1	2:1
	Medical tourists per year (L) ¹⁷⁰	0.8	6.4	2	7	10

Source:

161: Press Information Bureau, *Maternity-free India, 2021*

162: Public Health Dept., Maharashtra; National Tuberculosis Elimination Program, 2025; WHO

163: Ministry of Health and Family Welfare; National Health Accounts Estimates for India, FY22

164: Press Information Bureau, *Medical Tourism in the country, 2024*

Key initiatives

01

Transform primary health via comprehensive Ayushman Arogya Mandirs with last-mile access

02

Encourage community-driven preventive and promotive care, increase screening and diagnostics for NCDs, CDs, and reproductive health

03

Ensure equity, accessibility, and high quality of tertiary healthcare for every citizen

04

Reduce out-of-pocket expenditure to ensure affordability of good quality healthcare

05

Establish 4-5 Medi-cities as ecosystems of specialty care and research

06

Launch Cradle-to-Grave Health Technology Mission, facilitating evidence-based policymaking

1. Transform primary health via comprehensive Ayushman Arogya Mandirs with last-mile access

Objective: Guarantee health access for every citizen within 5km regardless of geography, income, or social status, attaining equal health outcomes

Key elements:

- 1.1 **Expand urban and rural primary healthcare coverage** through density-based expansion. Build 3000+ additional sub-centers and 400 primary healthcare centers (PHC) to ensure last-mile access. Expedite completion of under-construction facilities, in line with Indian Public Health Standards 2022 (IPHS), via dedicated Infrastructure Development Corporation.
- 1.2 **Modernize infrastructure at sub-centers/PHCs** by upgrading them in line with the Ayushman Arogya Mandir initiative of Government of India. Provide emergency systems, 13+ essential services (including immunization, maternal care, family welfare, communicable disease, mental health, ayurveda, NCDs). Link ambulance services to referral hospitals with real-time information transfer about patient ailments and immediate care.

Make urban PHCs flexible with PPP model (like the Nagpur model) where private partners help with design expertise, monitoring project execution, and technical training for health workers

1.3 Ensure adequate recruitment and skilling of health workers in line with IPHS through Health Services Recruitment Board

- 1.3.1 Ensure minimum 5 approved specialists at community health centers. Train workers to operate advanced diagnostic equipment. Co-locate AYUSH practitioners at public health facilities
- 1.3.2 Improve service quality in tribal and remote areas by incentivizing healthcare workers to include these in preferred postings (e.g., priority in post-graduation admissions, salary benefits). Enable private practice by government doctors with fixed hours of service at public health facilities
- 1.3.3 Ensure low vacancy levels for administrative manpower at health facilities so that care providers attend exclusively to patients
- 1.3.4 Develop integrated last-mile care systems by merging ASHA workers, Anganwadis and self-help groups
- 1.3.5 Forge partnerships with eminent public health institutions for capacity building of staff

1.4 Ensure 24x7 availability of all medicines (including ayurvedic) and advanced diagnostic and screening equipment across all sub-centres and PHCs. Introduce procurement reforms, including streamlining of Essential and Desirable drug lists and commercial excellence (e.g., adoption of rate contracts for essential medicines for 1 year and for medical equipment for 2 years, single tender for all medicines with at-least 3 selected vendors)

1.5 Institutionalize private management of public facilities to improve service quality: Outsource management/selected services of public health facilities to private players via competitive bidding based on performance, including treatment outcomes, satisfaction, and efficiency

- 1.5.1 Improve ease of doing business (Refer Governance chapter)
- 1.5.2 Make urban PHCs flexible with PPP model (like the Nagpur model) where private partners help with design expertise, monitoring project execution, and technical training for health workers
- 1.5.3 Regulate private health facilities by determining standard treatment protocols, mandating transparency in fees/ prices and preventing over-prescription of medicines, tests or treatments. Enforce minimum infrastructure and equipment standards

2. Encourage community-driven preventive and promotive care with increased screening and diagnostics:

Objective: Transform Maharashtra into a prevention-first state through proactive, population-wide health screening and early intervention

Key elements:

2.1 Conduct universal screening programs:

- 2.1.1 **Communicable diseases:** Increase reach of preventive therapies for tuberculosis, leprosy and sickle cells. Drive adolescent and adult immunization, conduct specialized screenings for high-risk groups in tribal areas. Enroll health coaches to drive adherence to treatment and follow up on recommended therapies
- 2.1.2 **Non-communicable diseases:** Conduct widespread screening, prevention, control and management of NCDs, with annual preventive checkups for hypertension, diabetes, cancer. Implement

universal immunization for cervical cancer. Promote AI and wearables for population-level screening. Extend Aspli Chikitsa Yojana to all urban public health facilities, providing basic and advanced blood tests. Increase availability of NCD tests and preventive medicines at PHCs. Station Mobile Medical Units in less accessible rural and tribal areas

- 2.1.5 Reproductive, child and adolescent health:** Use Self Help Groups and ASHA network to promote screening (pre- and post-natal checkups, child vaccinations), immunization and preventive therapies. Build capabilities in preventive and promotive care (including adolescent awareness against substance use, family planning communication, etc.)

2.2 Promote health-positive lifestyles:

- 2.2.1 Build infrastructure to improve physical health:** Introduce planning norms and retrofit existing buildings with recreational areas, parks, and gyms across public, educational, residential and commercial spaces. Provide Healthy Institute certifications for adherence
- 2.2.2 Drive nutrition transformation:** Create a traffic-light-like food labeling system for packaged foods to mark them as healthy, moderate or unhealthy (Refer case study). Collaborate with canteens in commercial, educational and public institutions and public distribution systems for nutritional sufficiency drives (protein increase, fruit promotion, millets focus). Put in place stronger disincentives for alcohol and tobacco consumption
- 2.2.3 Transform rural areas into Arogya Dayi villages for community involvement:** Define norms for identifying and rewarding attitudinal and behavioral shifts in communities towards healthy diet; addiction prevention, elder care, male participation in maternal care, reduction in early marriage/pregnancies, etc. (e.g., provide wellness credits and micro-grants to panchayats/local bodies for community yoga/meditation sessions)

Ensure facilities are equipped with advanced imaging (CT/MRI), critical care monitors, operation theatre tech, pathology and molecular testing labs etc

3. Ensure equity, accessibility, and high quality of tertiary healthcare for every citizen:

Objective: Guarantee timely, affordable and equitable access to quality tertiary care with best-in-class specialty and super-specialty hospitals and workforce

Key elements:

3.1 Increase and upgrade tertiary care facilities: Ensure facilities are equipped with advanced imaging (CT/MRI), critical care monitors, operation theatre tech, pathology and molecular testing labs etc. Align district hospitals across medical institutions with secondary and tertiary care facilities

- 3.1.1 Launch a 10-bed tele-ICU model and engage corporates to operate these

Case study: Singapore Nutri-Grade

Food labelling system grades products as A (green, healthiest), B, C, or D (red, least healthy) based on sugar and saturated fat levels. Products that are graded "C" or "D" must display the Nutri-Grade label on product packaging and online listings

Include out-patient services, preventive screenings, diagnostic tests, mental health treatment, AYUSH, long-term management of diabetes, hypertension, and kidney disease (including dialysis consumables and regular medications) in scope of services covered

in district hospitals. Offer elaborate teleconsultation, telemedicine and teleradiology services

3.1.2 Offer age-inclusive tertiary care, including comprehensive nursing homes, assisted living facilities and by launching hospital at home and pharmacy at home models for geriatric and palliative care

3.1.3 Build universal organ transplantation capacity in all tertiary and teaching hospitals with ethical oversight and donor coordination

3.2 **Establish a dedicated Cancer Care Grid**, supported by fully functional Level-2 and Level-3 cancer hospitals

3.3 **Increase specialist education** by having more post-graduate seats, advanced specializations, nursing centres of excellence and physician assistance programs. Embed AI tools, and simulation-based learning. Set up research CoEs in medical colleges at par with international standards

3.4 **Ensure continuous recruitment and increase permanent staff instead of contractual**, develop well-equipped residential facilities. Align the number of trained medical and paramedical professionals with WHO benchmarks

3.5 **Convert tertiary facilities to smart, AI-driven, carbon-neutral hospitals**, zero-infection facilities, with specialized hubs (oncology, neurosciences), integrated rehabilitation, pandemic-resilient systems

3.6 **Increase accredited hospitals and labs** through digital facilitation desks. Build NABL-accredited labs in all hospitals attached to public medical institutions/ mandate quality accreditations (NAAC, NABH, NABL, etc.). Encourage shared NABL-accredited testing facilities in pharma clusters

4. Reduce out-of-pocket expenditure to ensure affordability of good quality healthcare

Objective: Achieve universal, equitable financial protection against health risks by increasing access to comprehensive, cashless health insurance policies

Key elements:

4.1 **Increase coverage of health insurance:** Expand government schemes such as PM-Jan Arogya Yojana (PM-JAY) or Mahatma Jyotiba Phule Jan Arogya Yojana (MJPJAY) by increasing the sum insured, conducting enrolment drives and undertaking digital onboarding campaigns

4.2 **Broaden scope of services covered:** Include out-patient services, preventive screenings, diagnostic tests, mental health treatment, AYUSH, long-term management of diabetes, hypertension, and kidney disease (including dialysis consumables and regular medications). Include rehabilitation, geriatric, palliative care services, with at-home care

4.3 **Expand the network of empaneled hospitals**, focusing on areas with limited government health facilities. Implement near-universal cashless claim settlements which are portable across regions and offer top-up plans

- 4.4 **Equip the public health facilities with effective secondary and tertiary health care services** to match private sector quality and efficiency standards, reducing out of pocket expenditure on health

5. Establish 4-5 Medicities as ecosystems of specialty care and research:

Objective: Create centers of excellence across regions by integrating an ecosystem of medical education, tertiary care, AYUSH, research and clinical trials

Key elements:

5.1 Create 4-5 integrated, self-sustaining Medi-cities, of 500-600 acres each

- 5.1.1 Focus on multiple super specialty services such as oncology, neuroscience, cardiac care, neonatology, endocrinology etc. Potential locations include Nashik, Pune, Nagpur, Chhatrapati Sambhajinagar, Panvel (already identified by the state)
- 5.1.2 Standardize AYUSH Institutes in all medicities (modelled on Ayurveda Institute, Delhi) with PPP-based panchakarma and herbal gardens to reduce cost of Ayurvedic medicine
- 5.1.3 Develop holistic commercial and recreational infrastructure including hotels, restaurants, gymnasiums, shopping centers, business centers, etc.

5.2 Establish 8-10 world-class research centers in biotech, clinical trials, rare diseases, AI-health tech, epidemiology, genomics, and translational medicine. Develop CHAKRA into a comprehensive, fully operational research and innovation hub for genetic health, vaccines and therapeutics, tuberculosis, dengue, NCDs, etc.

5.3 Setup One-Health research labs across zones with a holistic focus on human, animal and environmental health to study infectious diseases (especially those that can move between animals and people), environmental health risks, antimicrobial resistance, and other health issues crossing species lines.

6. Launch Cradle-to-Grave Health Technology Mission, facilitating evidence-based policymaking:

Objective: Build a unified, intelligent health infrastructure using real-time data, AI, and tech-enabled service delivery - ensuring continuous care throughout life.

Key elements:

6.1 Develop a citizen-facing application for digital health management, (building onto India's National Digital Health Mission) with robust privacy guardrails and data security enforcement:

- 6.1.1 Maintain detailed personal health records, diagnoses, prescription, Personalized nudges, reminders and scheduling suggestions. Offer virtual consult services with verified doctors, nutritionists etc. (either build or partner with existing marketplace to broaden offerings)
- 6.1.2 Develop a Composite Health Index for all citizens and leverage predictive algorithms to enable continuous monitoring and early warnings for emerging ailments. The composite index will constitute physical, mental, social, environmental health metrics and direct at-risk individuals to early interventions

Focus on multiple super specialty services such as oncology, neuroscience, cardiac care, neonatology, endocrinology etc.

6.2 Build an interoperable state-wide health data platform:

- 6.2.1 Integrate public and private records, build a network of diagnostic machines/results and anonymize the data bank
- 6.2.2 Offer anonymized public health data (diagnostics, outcomes) for pharma, biotech, and health tech R&D (within privacy guardrails)

6.3 Establish Centralized Disease Surveillance and Control System leveraging state's digital health data for real-time monitoring, rapid response, and effective management of emerging and existing health threats across the state. Conduct district-level disease profiling to prioritize resource allocation & health programs and synergize medical education research to emerging challenges and more resistant diseases (dengue/malaria/TB)

6.4 Enable evidence-based policy making:

- 6.4.1 **Build a state-level advisory committee** to drive inter-departmental coordination across Public Health, Medical Education, Food & Drug Administration, Water Supply & Sanitation, Woman & Child Development, Urban Development, Animal Husbandry, Agriculture, Rural Development, Tribal Development etc. for policy design and implementation. Ensure representation from health-focused think tanks, independent experts, NGOs and private research institutes
- 6.4.2 **Empower District CEOs at Zilla Parishads and Municipal Commissioners** to seek citizen input in policy formulation and prioritize health programs, customized to the needs of each locality
- 6.4.3 **Restructure directorates** for dedicated focus on urban, primary, secondary and tertiary healthcare
- 6.4.4 **Setup Institute of Public Health** to conduct advanced research on public health issues and provide capability building/ technical assistance to public health institutions

Roadmap

2025	2026 - 2027	2028 - 2047
1. Transform primary health via comprehensive Ayushman Arogya Mandirs with last-mile access		
<ul style="list-style-type: none"> • 40%+ existing SC/PHC converted to Ayushman Arogya Mandir (AAM) with 13 services as per IPHS, 75% posts filled • Performance-based payment policy for private sector management at public health facilities issued (2026) 	<ul style="list-style-type: none"> • 75%+ facilities upgraded to AAMs with 85% posts filled • Revenue autonomy in district hospitals (not-for-profit trusts and nominal user charges) 	<ul style="list-style-type: none"> • Quality primary healthcare access for 100% of the population within 5 km • 95% posts in public facilities
2. Encourage community-driven preventive, promotive care and increase screening and diagnostics		
<ul style="list-style-type: none"> • District-wise disease burden analysis, genomic/disease profiling done and priority action areas identified (2027) • 'Healthy village' campaign introduced (2025); 5% villages/wards achieve "Healthy village" status • NCD screenings done for 25% of eligible population • 8 advanced food testing labs operational 	<ul style="list-style-type: none"> • 20% villages/wards achieve "Healthy village" status • NCD screenings done for 50% of eligible population • 100% HPV vaccine coverage for girls under 18 years • 18 food testing labs operational 	<ul style="list-style-type: none"> • 50% villages/wards achieve "Healthy village" status • NCD screenings done for 90% of eligible population • 35 food testing labs operational

Till 2025	2026 - 2035	2036 - 2047
3. Ensure equity, accessibility, and high quality of tertiary healthcare for every citizen		
<ul style="list-style-type: none"> • Medical colleges with >100 MBBS seats at each district, with PG:UG ratio >= 1:1 • 10 nursing & medical colleges co-located for academic & clinical integration (2027) • 10+ Centres of Excellence for specialized care operational • 75%+ institutional accreditation under NAAC, NABL, and NABH frameworks • Trial permissions decentralized to hospital-level with ethical SOPs (2026) • Incentives for the private sector to deliver assisted living and home-care facilities issued (2026) 	<ul style="list-style-type: none"> • Regional Medical Hubs in Mumbai/Thane, Pune, Nagpur & Chhatrapati Sambhaj Nagar • All medical institutes with simulation labs, AI-assisted teaching and international collaborations • 20+ CoEs for specialized care operational • All Hospitals with quality certificates (NAAC, NABH, NABL) 	<ul style="list-style-type: none"> • All institutions are autonomous, with modern pedagogy, simulation-based learning and robust infrastructure • All facilities are smart, zero infection and carbon-neutral • 30+ CoEs for specialized care operational
4. Reduce out-of-pocket expenditure to ensure affordability of good quality healthcare		
<ul style="list-style-type: none"> • Revised Health Package 2.0 implemented, increasing services from 1350+ to 2300 • PMJAY beneficiaries from 1L to 2.5L and MPJAY beneficiaries from 5L to 7.5L. Empaneled hospitals from 1800 to 4500 	<ul style="list-style-type: none"> • PMJAY, MPJAY beneficiaries to 5L & 11.5L resp. Empaneled hospitals to 6950 	<ul style="list-style-type: none"> • PMJAY, MPJAY beneficiaries to 10L and 25L resp. Empaneled hospitals to 10,000
5. Establish 4-5 Medicities as ecosystems of specialty care and research		
<ul style="list-style-type: none"> • 1-2 Medi-cities operationalized with international accreditations • 3-4 research centers established (haemoglobinopathy, rare diseases) • CHAKRA fully operationalized • 6 One-Health research labs setup 	<ul style="list-style-type: none"> • 3-4 medicities and 8 research CoEs operationalized • Disease-specific outcome gains realized (e.g., 5-year cancer survival rate) 	<ul style="list-style-type: none"> • 4-5 Medicities operationalized • Global top 5 destination for advanced care and research
6. Launch Cradle-to-Grave Health Technology Mission, facilitating evidence-based policymaking		
<ul style="list-style-type: none"> • Unique digital health identifier for every resident issued; Individual records linked across providers and app-based personal health profiles launched • Central Health Data Authority setup; Policy for accessing anonymized private sector data issued (2027) • Health data of all public health facilities, and research centers de-identified 	<ul style="list-style-type: none"> • Personalized health management plans for every citizen introduced • Open innovation sandbox for start-ups and drug companies launched to safely study de-identified data 	<ul style="list-style-type: none"> • 100% of residents have cradle-to-grave longitudinal health file that travels seamlessly across India



11 WELFARE

Ensure socio-economic parity and equal opportunities for marginalized social groups

Maharashtra aspires to empower and uplift all marginalised groups, enabled by 6 initiatives - ensure universal access to quality education and health, provide dignified employment and secure housing and civic amenities. The State will empower women, increasing female labour force participation from current 44% to 70%+, and drive economic and social integration for senior citizens.

Maharashtra's achievements

Maharashtra is home to one of India's most diverse social landscapes, across demographics, gender, caste and persons with disabilities (PWD). The State has turned this complexity into a welfare success story:

- Cutting tribal child malnutrition faster than any other region
- Expanding Unique Disability ID (UDID) disability coverage at record pace
- Ensuring safer, better-paid work opportunities for women

Maharashtra now strives to carry these gains forward, aiming for an inclusive ecosystem where marginalized groups, persons with disability, senior citizens and women have equal access to education, healthcare, livelihood opportunities and social justice, enabling them to lead dignified, self-reliant and fulfilling lives contributing towards an empowered Maharashtra.

Key opportunity areas

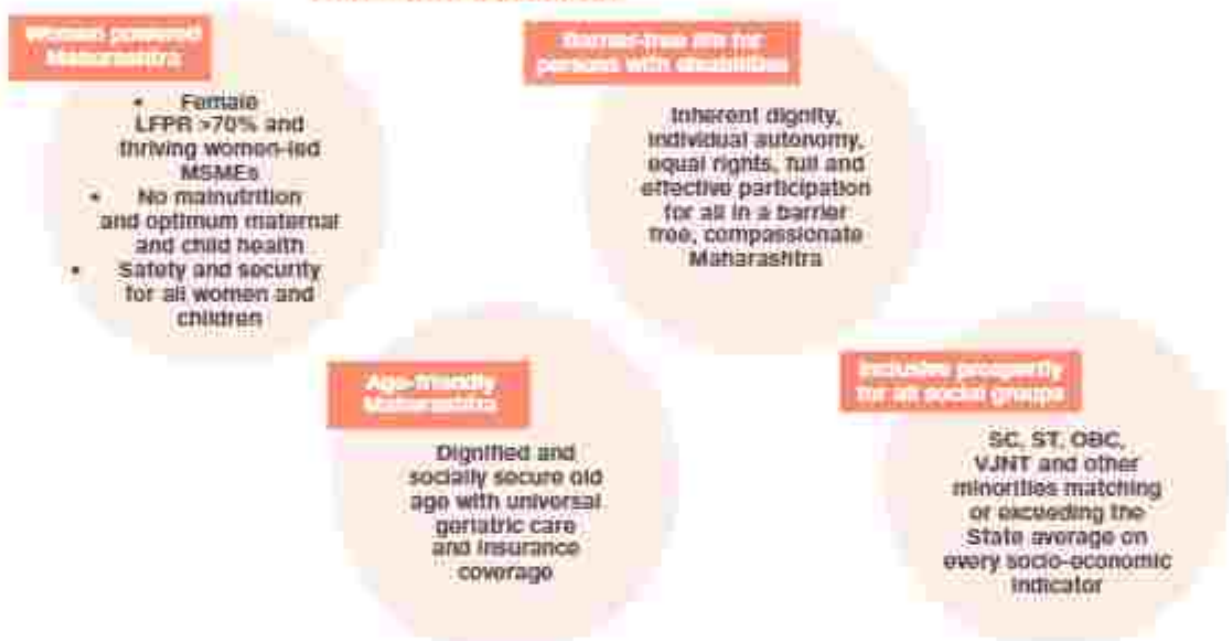
A. Achieve equal health outcomes for all social groups: Limited awareness and access to adequate healthcare services leads to lower health outcomes and under-nourishment (e.g., ST/SC children have the State's highest under-five mortality at 55/39¹⁸² deaths per 1000 live-births versus 28 for others, 57%¹⁸³ women aged 15-49 are anaemic, and the rapidly growing 60+ population lacks affordable geriatric care). Opportunity to strengthen the healthcare and nutrition ecosystem for inclusive preventive and curative care

B. Unlock economic opportunities through inclusive education and skilling: Access to formal education, industry-aligned skilling, markets and capital limit economic participation (e.g., ST students have a dropout rate of 7.8% versus 0.8% for others¹⁸⁴ and their Monthly Per Capita Expenditure is only 65%¹⁸⁵ vs. others). Opportunity to create inclusive learning and skilling opportunities that unlock meaningful employment and entrepreneurship opportunities for all

C. Upgrade civic infrastructure and strengthen governance: Lack of reliable roads, piped water, housing facilities and digital links hampers quality and ease of life for marginalized communities. Opportunity to invest in civic infrastructure and embed participatory governance to ensure adequate institutional/policy support and ensure a safe environment for all social groups

Source:
182: National Family Health Survey (NFHS) 2019-21, International Institute for Population Sciences (IIPS)
183: India - Household Social Consumption: Education, NSO 75th Round Schedule, July 2017-June 2018
184: Survey on Household Consumption Expenditure 2022-23

Vision and outcomes



To achieve the above, the State will track the following metrics:

Themes	Metric	MH Current	India Current	2029	2035	2047
Women powered Maharashtra	Smart Anganwadi Centres established (#, in K) ¹⁶⁶	19	Not tracked	35	55	80
	% women aged 15 - 49 with anaemia ¹⁶⁸	54%	57%	30%	20%	<10%
	Women Labor Force Participation Rate (%) ¹⁷⁰	44%	45%	50%	60%	>70%
	Incidence of Tuberculosis (per lakh population) ¹⁶⁹	153	195	80	40	15
Inclusive prosperity for all social groups	Under-5 mortality rate for tribal children (%) ¹⁶⁷	37%	50%	35%	20%	<10%
	GER for higher education for tribal youth (%) ¹⁷¹	17%	21%	30%	50%	70%
	GER for higher education for SC, OBC students (%) ¹⁷¹	27%	26%	40%	60%	70%
	MSMEs owned by SC/ ST communities (% Udyam Aadhar registration) ¹⁷²	<4%	NA	7%	10%	15%
Barrier free life for persons with disabilities	Accessible and barrier free establishments (%)	Not tracked	Not tracked	100% govt 30% pvt	100%	100%
	Early Intervention Centres (#)	0	NA	36	355	355
Age-friendly Maharashtra	Assisted living facilities for senior citizens (#) ¹⁷³	37	551	200	500	1,000



Source
166: Department of Women and Child Development, NFHS 2019-21
168: Maharashtra NFHS-5;
170: Note: For ages 15-69 years;
Source: Periodic Labour Force Survey 2023-2024; A-81
171: India - Household Social Consumption: Education, NSS 75th Round Schedule- 25.2: July 2017-June 2019
172: Udyam portal
173: For MH: Directorate of Economics and Statistics, GoM; For India: Ministry of Social Justice & Empowerment PIB

Key initiatives

01

Unlock full potential of women's contribution to economy and society

02

Guarantee a safe and nurturing environment for all children

03

Empower tribal citizens to achieve zero poverty and thriving livelihoods

04

Catalyze inclusive development of SC, OBC, VJNT and Other Minorities and bridge caste gaps

05

Enable an inclusive future for persons with disabilities by 2047

06

Ensure senior citizens lead healthy, secure and dignified lives

1. Unlock full potential of women's contribution to economy and society

Objective: Ensure every woman and child is healthy, safe, economically empowered and digitally ready, fueling inclusive state growth by 2047

Key elements:

1.1 Deliver comprehensive health services for malnutrition, anemia, non-communicable diseases and maternal health:

- 1.1.1 Address anemia and malnutrition by upgrading and digitally enabling all Anganwadis into "Smart Nutrition Hubs" delivering hot meals/ take-home ration/ iron-plus interventions and offering personalized counsellings. Equip every Anganwadi Workers with AI-enabled growth monitoring tablets and quarterly digital trainings
- 1.1.2 Conduct targeted awareness campaigns and screening drives (e.g., for breast/ cervical cancer, pregnancy health checks); ensure access to secondary and tertiary healthcare (refer Health Chapter)

Up-skill Child Care Institutes (CCI) and district staff in trauma-informed care and digital case management, supported by integrated dashboards linking CCIs, courts and adoption agencies

1.2 Ensure women are job ready and scale women-led enterprises (refer Education and Skilling chapter)

- 1.2.1 Ensure skilling of women in industry-aligned opportunities, especially those available in local industrial clusters
- 1.2.2 Facilitate access to mentorship and capital (e.g. cluster SHGs into district-level Ladki Bahin Credit Societies), build a state-wide digital platform through Mahila Arthik Vikas Mahamandal (MAVIM), and nurture high-potential collectives into market-ready enterprises

1.3 Provide universal safe and supportive spaces:

- 1.3.1 Provide safe residential and transport facilities to enable women participation in economic opportunities
- 1.3.2 Enforce workplace safety, track POSH compliance via e-dashboard
- 1.3.3 Set up district one-stop Women & Child Centres and 24x7 helpline with 181 integration for rapid legal, medical and counselling support
- 1.3.4 Shift children in need from institutions to family-first environment via adoption or foster care enabled through fast-track digital portals, child helpline and strengthened Bal Hakka Aayog oversight

2. Guarantee a safe and nurturing environment for all children

Objective: Ensure that every child including orphaned, abandoned or at-risk children, grows up in a safe, nurturing environment

Key elements:

- 2.1 **Ensure universal child health** with immunization programs for communicable diseases and targeted interventions to tackle undernutrition (refer Health chapter)
- 2.2 **Guarantee universal Foundational Literacy and Numeracy (FLN) and uninterrupted schooling for every child** (refer Education and Skilling chapter)
- 2.3 **Prioritize family-based rehabilitation:** Fast-track adoptions and foster placements via a unified portal to improve transparency and enable prospective families, case workers, and authorities to monitor progress
- 2.4 **Fortify child-protection infrastructure:**
 - 2.4.1 Expand Bal Hakka Aayog with additional regional offices and better field outreach to monitor more effectively
 - 2.4.2 Scale an AI-powered child helpline for prompt response to children in distress, with real-time case tracking and escalation
 - 2.4.3 Upgrade Children Aid Society to showcase best-practice family reintegration and psychosocial care
- 2.5 **Build a trauma-informed, digitally enabled workforce:** Up-skill Child Care Institutes (CCI) and district staff in trauma-informed care and digital case management, supported by integrated dashboards linking CCIs, courts and adoption agencies

3. Empower tribal citizens to achieve zero poverty and thriving livelihoods

Objective: Ensure every tribal citizen enjoys dignified living standards, world-class health & education, diversified livelihoods, empowered self-governance and vibrant cultural economies

Key elements:

- 3.1. **Ensure zero poverty and 100% basic services:** Provide all tribal households with pucca home, piped water, 24x7 power and financial inclusion
- 3.2. **Achieve health and nutrition excellence:** Drive tribal-focused preventive, tele-health and nutrition missions to reduce <5 years under-nutrition (prevalence of stunting, wasting, underweight and micronutrient deficiencies), anaemia in women and untreated sickle-cell disease
- 3.3. **Deliver future-ready education & skills:** Secure 100% Foundational Literacy & Numeracy (FLN) through strengthened and inclusive school infrastructure, ensure tribal knowledge dissemination, raise tribal higher-secondary GER and skill tribal youth in future-ready jobs
- 3.4. **Create sustainable diversified livelihoods:**
 - 3.4.1 Facilitate sustainable livelihoods with full utilization of Community Forest Resource (CFR) and Individual Forest Resource (IFR) rights/titles for forest-based enterprises
 - 3.4.2 Focus on high-value agriculture (traditional and modern crops), animal husbandry, ensure full integration into agri market ecosystem and financial coverage of crop schemes
 - 3.4.3 Establish eco-tourism clusters around tribal lifestyle with active involvement of tribal communities (refer Tourism chapter)
 - 3.4.4 Ensure Warli, Gond, Dokra and other artisans are certified and connected to global markets, and develop an export facilitation network for tribal handicrafts and artworks
- 3.5. **Empower tribal women:** Create pathways to financial independence, achieve universal digital-financial literacy, and connect them to reliable role-models in education, leadership and entrepreneurship for inspiration
- 3.6. **Preserve tribal heritage:** Digitize tribal languages, modernize Tribal Research Institutes and create state-of-the-art tribal museums
- 3.7. **Strengthen self-governance systems:** Empower Gram Sabhas in scheduled areas with digital records, participatory budgeting, social audits and capacity building

Secure 100% Foundational Literacy & Numeracy (FLN) through strengthened and inclusive school infrastructure, ensure tribal knowledge dissemination, raise tribal higher-secondary GER and skill tribal youth in future-ready jobs

4. Catalyze inclusive development of SC, OBC, VJNT and Other Minorities and bridge caste gaps

Objective: Close all human development gaps between Scheduled Castes (SC), Other Backward Castes (OBC) and Vimukta Jatis and Nomadic Tribes (VJNT) and Other Minorities and the state average through, equal health outcomes, world-class education & skilling, dignified jobs, availability of civic amenities and discrimination-free governance

Repeal self-finance barriers by offering targeted scholarships, monthly allowances, strengthen infrastructure of public/ aided schools, ensure third party learning outcome assessment

Key elements:

- 4.1 **Empower every household with identity and entitlements:** Complete 100% caste, income and land-title documentation; auto-link to a unified e-beneficiary platform for direct transfers, scholarships and social protection
- 4.2 **Secure housing and civic amenities:** Deliver pucca homes with piped water, sanitation, electricity, primary healthcare for every household
- 4.3 **Bridge education gaps & boost enrolment:**
 - 4.3.1 Repeal self-finance barriers by offering targeted scholarships, monthly allowances, strengthen infrastructure of public/ aided schools, ensure third party learning outcome assessment (refer *Education and Skilling chapter*)
 - 4.3.2 Establish residential schools (public-private) up to Grade 12 for girls
 - 4.3.3 Build additional hostels to ensure every SC/OBC/VJNT student has a hostel bed, raising higher education GER to state average
- 4.4 **Guarantee adequate work opportunities with accelerated skill development, incubation and entrepreneurship**
 - 4.4.1 Enable concessional loans, targeted mentoring, peer-learning groups and vocational pathways (for e.g., by converting district Bahujan Credit Societies into community incubators)
 - 4.4.2 Link skill courses with occupation-based clusters and ensure adequate hostel facilities (refer *Education and Skilling chapter*)
 - 4.4.3 Extend preferential government procurement, facilitate digital and physical marketplaces, and promote Bahujan enterprises
 - 4.4.4 Create a transparent Equal Opportunity Commission to monitor hiring, promotion and anti-discrimination compliance across public-private sector
- 4.5 **Strengthen implementation of anti-atrocity provisions:**
 - 4.5.1 Conduct sensitization workshops for Gram Panchayat and Municipal Council members to monitor cases and support victims
 - 4.5.2 Activate fast-track special courts in every district with 90-day verdict targets for caste-based crimes. Establish 24x7 support cells to facilitate FIRs and offer medical, legal aid within 72 hours of FIR
 - 4.5.3 Drive inter-departmental convergence for implementation and monitoring of schemes across social groups using unified e-beneficiary registry and integrated database portals (refer *Governance chapter*)

5. Enable an inclusive future for persons with disabilities

Objective: Empower Maharashtra's persons with disabilities (PWD) with barrier-free infrastructure, inclusive education and employment, early diagnosis, quality healthcare, and full social integration, driven by data-driven collaboration that upholds their dignity and rights, enabling productive, safe and fulfilling lives.

Key elements:

- 5.1 **Mobilize awareness:** Conduct statewide sensitization campaigns, drive awareness about PwD rights and services, strengthen disability advocacy groups and foster inclusive community participation
- 5.2 **Strengthen digital identification and social security:**
 - 5.2.1 Achieve 100% Unique Disability ID registration, conduct door-to-door disability surveys for identification
 - 5.2.2 Develop unified e-beneficiary portal that collates all State/ Central department schemes to streamline disbursement of grants, scholarships and allow real-time grievance tracking
- 5.3 **Achieve universal barrier-free accessibility:** Ensure that public/ private infrastructure and public transport are 100% accessible (e.g., tactile paving, ramps, Braille signs, low-floor buses); verify with annual accessibility audits
- 5.4 **Build statewide rehabilitation and health network:**
 - 5.4.1 Ensure universal screening, early identification and prompt medical intervention from birth through Anganwadis/ schools/ PHCs
 - 5.4.2 Establish PwD special homes in each district
 - 5.4.3 Strengthen network of Composite Rehabilitation Centers (CRCs), District Disability Rehabilitation Centres (DDRCs) and outreach initiatives to deliver integrated rehabilitation services
- 5.5 **Deliver inclusive education and early intervention:**
 - 5.5.1 Guarantee free, mainstream schooling up to 16 years for every child with disability, with accessible classrooms, disability-friendly materials and teachers trained through cross-disability B Ed /bridge courses (refer Education and Skilling chapter)
 - 5.5.2 Adopt a dedicated early intervention policy and establish Early Intervention Centers in every district and taluka
 - 5.5.3 Promote research and development, start-ups, assistive technology labs to develop affordable mobility aids, adaptive devices and inclusive digital platforms for PwDs
- 5.6 **Accelerate inclusive skilling and job creation:**
 - 5.6.1 Convert existing department run workshops into Inclusive Skilling Centers that offer industry aligned training and career counselling
 - 5.6.2 Make every government approved skill course fully accessible with curricula, instructional materials and assessments addressing needs across disabilities (Refer Education and Skilling chapter)
 - 5.6.3 Forge placement and apprenticeship partnerships with the private and public sector, tracking training-to-employment outcomes
 - 5.6.4 Ensure accommodation in educational institutions and workplaces

Ensure that public/ private infrastructure and public transport are 100% accessible (e.g., tactile paving, ramps, Braille signs, low-floor buses); verify with annual accessibility audits

6. Ensure senior citizens lead healthy, secure and dignified lives

Objective: Ensure that every senior citizen in Maharashtra enjoys accessible geriatric healthcare, age-friendly infrastructure and robust social security

*Adopt a dedicated
early intervention
policy and
establish Early
Intervention
Centers in every
district and taluka*

Key elements:

- 6.1 **Deliver universal geriatric care:**
 - 6.1.1 Establish dedicated geriatric wards in every district hospital, scale geriatric clinics at all PHCs, deliver tele-consultations and home-based care and issue smart health cards for regular health checkups and subsidized healthcare services
 - 6.1.2 Institutionalize training for geriatric nurses and caregivers
 - 6.1.3 Provide government support for comprehensive insurance policies covering preventive, curative and long-term care
 - 6.1.4 Build and grow a network of government, private and NGO-run old-age homes and day-care centres, enforce quality norms, and promote community-based assisted-living models
- 6.2 **Secure social security and inclusion:** Reach 100% pension coverage, enforce the Maintenance and Welfare of Parents and Senior Citizens Act 2007 through district tribunals, and foster digital literacy, volunteering and part-time employment opportunities
- 6.3 **Make public spaces senior-citizen friendly:** Retrofit public transport & spaces with priority seating/ ramps/ assistive handles
- 6.4 **Support elder-care social enterprises and NGOs** with incubation support



Roadmap

Till 2025	2026 - 2027	2028 - 2047
1. Unlock full potential of woman's contribution to economy and society		
<ul style="list-style-type: none"> 50% anganwadis converted to Smart Nutrition Hubs One-stop Women & Child Centers launched across all 36 districts Digital child protection portal launched (2027) 	<ul style="list-style-type: none"> >50% reduction in female anaemia rates 90% family-based child care achieved 	<ul style="list-style-type: none"> >90% reduction in malnutrition and anaemia in women 70% female LFPR
2. Guarantee a safe and nurturing environment for all children		
<ul style="list-style-type: none"> Unified portal for adoptions and foster placements launched (2027) Bal Hakka Aayog regional offices expanded 		<ul style="list-style-type: none"> Family-first, child-safe state with 100% family placements for orphans and at-risk children
3. Ensure equity, accessibility, and high quality of tertiary healthcare for every citizen		
<ul style="list-style-type: none"> All tribal households equipped with pucca homes, piped water, 24x7 electricity and financial services 100% FLN in primary grades and 30% GER for higher education achieved 	<ul style="list-style-type: none"> Universal digital-financial literacy achieved for all tribal persons 	<ul style="list-style-type: none"> Zero poverty, world-class health and education indicators at par with state averages
4. Catalyze inclusive development of SC, OBC, VJNT and Minorities and bridge caste gaps		
<ul style="list-style-type: none"> 100% caste, income and land-title documentation complete and all persons onboarded on the unified e-beneficiary portal 80% persons provided with civic amenities and affordable housing Girls' residential schools up to Grade 12 (2027) Equal Opportunity Commission setup (2026) 	<ul style="list-style-type: none"> 100% youth provided with hostel facilities while pursuing higher education and skilling programs 	<ul style="list-style-type: none"> Socio-economic indicators for all SC, OBC and VJNT households at par with state average
5. Enable an inclusive future for persons with disabilities		
<ul style="list-style-type: none"> Survey of all PwDs complete (2027); 100% UDID enrollment complete and unified e-beneficiary portal launched (2028) Early Intervention Centers set up in all districts 36 Skill Development Centers set up 100% government and 30% private establishments accessible for PwDs 	<ul style="list-style-type: none"> Early Intervention Centers established in all Talukas 100% private establishments retrofitted and made accessible 	<ul style="list-style-type: none"> Maharashtra as a universally accessible state where every PwD has individual autonomy and dignified livelihood
6. Ensure senior citizens lead healthy, secure and dignified lives		
<ul style="list-style-type: none"> Geriatric wards functional in every divisional hospital and 50% of district hospitals Smart Health Cards issued to 80% of residents aged 60+ for cash-less check-ups Old-age insurance coverage rises to 80%+ 200 old age homes/ assisted living centers established 	<ul style="list-style-type: none"> Universal access to geriatric services across every PHC and district hospital 500 old-age homes established 	<ul style="list-style-type: none"> Senior-citizen friendly Maharashtra with 100% insurance coverage and 1,000 senior citizen homes
6. Launch Cradle-to-Grave Health Technology Mission, facilitating evidence-based policymaking		
<ul style="list-style-type: none"> Unique digital health identifier for every resident issued; Individual records linked across providers and app-based personal health profiles launched Central Health Data Authority setup; Policy for accessing anonymized private sector data issued (2027) Health data at all public health facilities, and research centers de-identified 	<ul style="list-style-type: none"> Personalized health management plans for every citizen introduced Open innovation sandbox for start-ups and drug companies launched to safely study de-identified data 	<ul style="list-style-type: none"> 100% of residents have cradle-to-grave longitudinal health life that travels seamlessly across India



12 SOFT POWER

Attain global recognition for heritage, culture, cinema, language and sports

Maharashtra aspires for 15+ UNESCO recognitions, 35+ Olympic/ Paralympic medals and global recognition for its culture, cinema and language. This will be enabled by 5 initiatives - elevate protected monuments into global landmarks, revitalise living arts by setting up performing-arts campuses, launch cultural festivals, attain world-class status for film cities and enrich sports talent.



Maharashtra's achievements

Maharashtra's tapestry of language, arts, sport and living heritage contributes to a potent soft power. This soft power creates trust and influence through appeal and attraction, paving the way for creative enterprises, social capital and diplomatic goodwill. Maharashtra boasts a roster of achievements that command global respect in this regard.

- **Leading Indian State with highest number (7) of UNESCO World Heritage sites and 389 State protected monuments**
- **Mumbai features the world's second largest collection of Art Deco buildings**
- **Consistently ranked amongst top 2 in national sports competitions for five years**
- **Marathi is the 10th most widely spoken language worldwide, recognized as a classical language, with a vibrant diaspora spread across 72 countries**
- **Maharashtra tops India's screen economy with Mumbai – UNESCO "Creative City of Film" – hosts the world's second-largest film industry**

Key opportunity areas

- Amplify the cultural footprint:** Maharashtra's leading count of UNESCO World Heritage sites and diverse cultural experience (Ganpati festival, Pandharpur Wari, MAMI) contrast with the State's modest 6%¹⁷⁴ share of India's domestic tourists; opportunity for stronger branding & awareness to acquire higher visitor share
- Conserve and elevate our literary legacy:** More than 2000 years of Marathi literature remains largely untranslated into other Indian and global languages; opportunity to invest in large-scale translation and digital archiving to promote Marathi on the global literary map
- Democratize infrastructure and governance:** Majority of districts lack grade-A auditoriums and only 4-5 districts host Olympic specification sports centers, leading to dependency on make-shift venues. There is also an absence of dedicated district officers for culture, sports, and language. Opportunity to expand cultural and sports infrastructure and strengthen governance
- Accelerate end-to-end digital transformation:** Very few museums and performance venues offer online ticketing, and local-language digital content trails other major Indian languages; opportunity to integrate AI, digitalization and e-commerce to unlock scale and new revenue streams

Source:
174: India Tourism Data
Compendium 2024, Ministry of
Tourism

Vision and outcomes



To achieve the above, the State will track the following metrics:

Themes	Metric	MH Current	India Current	2029	2035	2047
Preserve and celebrate heritage	UNESCO World tangible and intangible heritage recognitions (#) ¹⁷⁶	7	44	8	10	15
	Experiential museums (#)	0	Not tracked	3	14	14
	Protected monuments being conserved (%) ¹⁷⁶	20%	NA	35%	60%	100%
Drive a Global Marathi renaissance	Old manuscripts conserved, translated and digitised (#)	Not tracked	NA	5,000	5,000	5,000
Secure world-stage presence for the arts	Traditional artists registered on Government portal (%)	Not tracked	Not tracked	50%	>75%	>90%
Develop cinema leadership	Awards to Marathi cinema in international forums (#)	Not tracked	Not tracked	5	15	40
Power the podium via sports excellence	Cumulative Olympic medals won (#) ¹⁷⁷	2	41	7	10	15
	Cumulative Paralympic medals won (#) ¹⁷⁷	3	60	7	10	20

Key initiatives

01

Elevate all State protected monuments into global landmarks with smart tech and livelihood opportunities

02

Revitalize Maharashtra's living arts with a cultural grid putting Marathi art, music, dance and theatre on the world stage

03

Revamp film cities to world-class status and organize international film festivals

04

Empower Marathi as a modern, inclusive language for culture and knowledge

05

Accelerate 'Mission Lakshyavedh' to secure 15 Olympic and 20 Paralympic medals for Maharashtra by 2047

Source

176: Department of Culture Affairs, Government of Maharashtra
177: Department of Sports and Youth Affairs, Government of Maharashtra

1. Elevate all State protected monuments into global landmarks with smart tech and livelihood opportunities

Objective: Make Maharashtra's protected monuments digitally enabled heritage sites that are globally celebrated.

Key elements:

- 1.1 **Select and secure sites:**
 - 1.1.1 Rank and prioritise monuments based on cultural value, tourism potential and conservation urgency
 - 1.1.2 Identify first 25 priority sites and enable a PPP based "Adopt a Monument" contract for the upkeep and visitor experience management
- 1.2 **Curate narrative-driven heritage circuits:**
 - 1.2.1 Select thematically linked forts or monuments and weave them into scripted circuits that share a single, compelling storyline
 - 1.2.2 Bundle joint ticketing, guided tours, seasonal festivals, and signature merchandise to turn each circuit into a recurring cultural occasion
- 1.3 **Digitally twin every monument:**
 - 1.3.1 Create LiDAR™ based 3D models of all protected monuments for conservation planning and immersive storytelling and integrate real-time IoT sensors for structural health, and climate monitoring
 - 1.3.2 Build Maharashtra's virtual heritage experience centre at Mumbai with 3D models of all monuments and forts in the state museum
- 1.4 **Reimagine and transform the visitor journey:** Deploy multilingual AR/VR guides, night-time light-sound shows, contactless ticketing and develop curated artisan-run souvenir stores and farm-to-table cafes
- 1.5 **Monetize heritage responsibly:** Introduce tiered pricing and annual passes, enable hosting of events and launch a "Made at the Monument" brand to license the crafts
- 1.6 **Drive sustainability:** Promote net-zero construction codes for restaurants/shops, green energy for amenities and green materials in restoration
- 1.7 **Accelerate restitution pathway:** Pursue repatriation, exchange and loan of artefacts of historical significance to Maharashtra through global diplomacy and sign bilateral MOUs with holding museums, digitize provenance files and offer shared custody touring exhibitions to generate revenue at both ends

Select thematically linked forts or monuments and weave them into scripted circuits that share a single, compelling storyline

2. Revitalize Maharashtra's living arts with a cultural grid putting Marathi art, music, dance and theatre on the world stage

Objective: Create a self-sufficient ecosystem that upgrades infrastructure, stages signature festivals and launches global exchange pipelines to allow Maharashtra's artists to thrive locally and earn worldwide recognition

Promote artisans of Maharashtra's hallmark crafts – Warli painting, Paithani silk weaving, Kolhapuri chappals, Sawantwadi wooden toys

Key elements:

- 2.1 **Build a statewide Performing-Arts Grid:** Establish 3+ campuses with modular theatres, rehearsal studios and digital production labs
- 2.2 **Launch three place-defining festivals:** Launch cultural festivals bringing together different facets of art and culture with each running as an SPV with tourism boards and private promoters. Examples of potential festivals:
 - 2.2.1 **Raga & Rhythm Week:** A waterfront mega-festival fusing classical, indie and folk music and dance
 - 2.2.2 **Folk Art carnival:** A street-theatre takeover celebrating folk dance -drama e.g. Lavani, Tamasha, Gondhal, Powads etc.
 - 2.2.3 **Tribal Roots Biennale:** Showcase of tribal arts, craft market and immersive workshops embedded in village homestays
- 2.3 **Activate global exchange & touring circuits:** Sign MoUs with five world conservatoires for two-way fellowships and co-productions, acting as tourism and cultural exchange
- 2.4 **Connect artisans and performers to international buyers:**
 - 2.4.1 Promote artisans of Maharashtra's hallmark crafts – Warli painting, Paithani silk weaving, Kolhapuri chappals, Sawantwadi wooden toys
 - 2.4.2 Map every traditional art form and register practitioners on an online government portal
 - 2.4.3 Set up an e-commerce showroom bundling crafts
 - 2.4.4 Partner with luxury and fashion houses for capsule lines with a clear royalty-based split
 - 2.4.5 Train artists in digital merchandising, intellectual property licensing and social media storytelling

3. Revamp film cities to world-class status and organize international film festivals

Objective: Make Maharashtra Asia's premier cinema hub, leveraging Marathi and Hindi films to drive tourism, investment and amplify State's global soft power

Key elements:

- 3.1 **Revamp the two film cities and make them carbon neutral:** Redevelop Goregaon and Kolhapur film cities with world-class studios, pre-processing and post-processing facilities, and supporting infrastructure to attract national and international filmmakers
- 3.2 **Monetize studio tourism:** Design guided back tours, interactive stunt shows, and build a cinema heritage museum for generation of year-round revenue
- 3.3 **Transform State film festival into Cannes of the East:** Run international film festivals and secure high-profile premieres; embed a Marathi Cinema Expo inside MIFF/ MAMI to market screenings, enable pitches and keep Marathi content at the festival's core

- 3.4 **Attract global shoots to Maharashtra:** Promote “Shoot in Maharashtra” campaign with single-window clearance portal and curate a digital location bank highlighting diverse and authentic local sites for shoots
- 3.5 **Globalize Marathi cinema:** Establish financing mechanisms for Marathi films to fund dubbing/ subtitling and undertake publicity for global festivals

4. Empower Marathi as a modern, inclusive language for culture and knowledge

Objective: Make Marathi universally accessible and globally relevant via large scale digitization, multilingual translations and active diaspora engagement

Key elements:

- 4.1 **Digitize the Marathi language:** Create a Marathi dictionary on the back of 10 Bn-word AI corpus by scanning pages of print, audio archives, Marathi play transcriptions
- 4.2 **Translate knowledge both ways and preserve archival heritage:**
 - 4.2.1 Render 3000+ Marathi works from different domains (literature, science, history etc.) into 50 world languages and translate 3,000+ influential international/ other Indian language titles into Marathi creating a world-class ‘Marathi-translated’ repository
 - 4.2.2 Digitise and translate Marathi manuscripts and archival documents
- 4.3 **Promote discovery and dissemination:**
 - 4.3.1 Set up physical/ digital “Marathi Houses” for the diaspora across 72 countries, hosting monthly conversation circles and cultural pop-ups to maintain and propagate conversational Marathi use
 - 4.3.2 Explore global-exchange models (e.g. Alliance Française for French) to promote Marathi learning amongst student
 - 4.3.3 Curate Marathi translations that can be taken to renowned literary festivals and forums, also propagate these for adaptations in films/ OTT/ music to broaden appeal
- 4.4 **Democratize learning and access:** Upgrade every district library into a 24x7 e-library with dedicated Marathi learning zone and launch a conversational Marathi application for learning and reading practice

5. Accelerate ‘Mission Lakshyavedhi’ to secure 15 Olympic and 20 Paralympic medals for Maharashtra by 2047

Objective: Elevate Maharashtra’s athletes to sustained Olympic and Paralympic podium success by building an end-to-end talent pipeline, world-class support systems and high-performance infrastructure

Key elements:

- 5.1 **Identify and screen sports talent leveraging technology:** Deploy technology-based/ AI talent identification programs in schools/ colleges to screen 50,000+ athletes and create sports specific talent pools

Run international film festivals and secure high-profile premieres; embed a Marathi Cinema Expo inside MIFF/ MAMI to market screenings, enable pitches and keep Marathi content at the festival’s core

Deploy technology-based/ AI talent identification programs in schools/ colleges to screen 50,000+ athletes and create sports specific talent pools

- 5.2 **Develop funnel structure for sports development:** Implement a structured talent-acceleration training approach – from Sports Talent Development Centers (District level) to Sports Excellence Centers (divisional level) to High Performance Centers (State level)
- 5.3 **Provide training and coaching excellence:** Certify and upskill a cadre of 1,000 coaches, hire leading international master coaches, create fellowships for sports medicine, nutrition and mental conditioning
- 5.4 **Build private-led high-performance infrastructure:**
 - 5.4.1 Issue PPP tenders for 12 High Performance Centers and one central Sports Science & Tech Hub
 - 5.4.2 Offer 15-year viability-gap grants covering up to 30% capex for facilities that meet Olympic specifications; enable operators to earn bonuses tied to athlete podium finishes.
- 5.5 **Provide athlete security and support:** Launch tiered Performance Grants that auto-expand with world rankings, offer injury insurance and enable post-career placements across public/ private sector
- 5.6 **Lead in para-sport:** Develop accessible venues and infrastructure, specialized sports science centers and dedicated coaching pipeline





Roadmap

2025	2030 - 2035	2036 - 2047
1. Elevate all State protected monuments into global landmarks with smart tech and livelihood opportunities		
<ul style="list-style-type: none"> 3+ flagship heritage circuits launched (2027) Long-term PPP concessions for the first 25 priority monuments signed Night light and sound shows at 50 high-footfall non-forest sites launched (2028) 5 museum MoUs; first shared-custody exhibition live 	<ul style="list-style-type: none"> Long-term PPP concessions for 50 more monuments signed 50% of visitor facilities certified green "Made-at-Monument" active across 25 priority monuments 	<ul style="list-style-type: none"> UNESCO "Best Practice in Heritage Management" citation
2. Revitalize Maharashtra's living arts with a cultural grid putting Marathi art, music, dance and theatre on the world stage		
<ul style="list-style-type: none"> 3 PPP contracts for performing-arts campuses awarded (2027) Short-residency exchange for the first set of artists conducted (2027) Inaugural editions of the place-defining festivals hosted "Made-in-Maharashtra Arts" e-commerce showroom inaugurated; 1000 artisans and performers onboarded (2028) Map all artists on government portal 	<ul style="list-style-type: none"> "Marathi on Tour" fund created; 20 international performances a year Place-defining festivals operating as self-funded SPVs 	<ul style="list-style-type: none"> Signature festivals ranked among Asia's top 10 cultural events
3. Revamp film cities to world-class status and organize international film festivals		
<ul style="list-style-type: none"> Redevelopment plans closed for both film cities (2026) Marathi Cinema Expo at MIFF/ MAMI launched (2028) Financing mechanism created to support Marathi cinema with international PR and participation (2027) 	<ul style="list-style-type: none"> 90% occupancy for both film cities 25 foreign market releases via State's financing mechanism 10 foreign film shoots in Maharashtra 	<ul style="list-style-type: none"> Two Film Cities in Asia's top 3 production hubs State film festival recognized as "Cannes of the East"
4. Empower Marathi as a modern, inclusive language for culture and knowledge		
<ul style="list-style-type: none"> AI-driven Marathi mega-dictionary launched (2027) 500 Marathi works translated into 50 languages and vice versa 15 district libraries converted into 24x7 e-libraries (2026) Conversational-Marathi learning app launched; introduce AI-speaking coach (2027) 	<ul style="list-style-type: none"> 10Bn word corpus, 3000 Marathi classics and 3000 foreign works translated 100% digitization and translation of rare Marathi manuscripts and archival documents All 36 district libraries fully e-enabled Marathi Houses in 60 countries 	<ul style="list-style-type: none"> Marathi Houses active in all 72 diaspora countries
5. Accelerate 'Mission Lakshyavedh' to secure 15 Olympic and 20 Paralympic medals for Maharashtra by 2047		
<ul style="list-style-type: none"> High-Performance Sport Policy launched (2026) PPP contracts for 12 HPCs and Sports Science Tech Hub finalized (2028) Technology-based screening and scouting in 1,000 schools/ colleges initiated 500 domestic coaches certified, and foreign experts recruited; Coach Performance Index established Statewide athlete welfare package activated 20 para-friendly venues retrofitted, and Para-centric specialized sports science centers established 	<ul style="list-style-type: none"> Priority sports list post medal tally (LA 2028/Brisbane 2032) refreshed Full accessibility in all state venues for para-athletes 	<ul style="list-style-type: none"> 15 Olympic & 20 Paralympic medal for Maharashtra



GOOD GOVERNANCE

Themes and corresponding departments

1

GOVERNANCE

- GAD
- Administrative Reforms and Innovations
- Information and Public Relations
- Raajshishtachar
- Planning
- Finance

2

TECHNOLOGY

- Information and Technology



3

SECURITY

- Home
- Disaster Management
- Law and Justice

4

FINANCE

- Finance
- Planning
- Revenue (Registration and Stamps)
- State Excise



13 GOVERNANCE

Ensure minimum government and maximum governance

Maharashtra aspires for high citizen and workforce satisfaction. This will be enabled by 7 initiatives - redesign State organization as per economic and social needs, transform recruitment to retirement journey, improve citizen- and business-centricity via AI/tech-enabled and private-sector-led service delivery.

Maharashtra's achievements

Governance is the foundation required to execute a transformative Vision and requires excellence across people, systems & processes and service delivery.

- **Maharashtra has put good governance at the core** of all reforms. The state has initiated large scale government process re-engineering and digitization to improve employee effectiveness and wellbeing
- **The state pioneered Sevarth Mahakosh integration**, as the backbone for all financial documents of employees, like salary slips, pension, and loan information
- **The state has a comprehensive Chief Minister's Dashboard** with real-time data on schemes, infrastructure projects, fund utilization, etc., tracked to the taluka level
- **Maharashtra has dedicated single window digital platforms** for citizen services (Aaple Sarkar – Right to Services and grievance portals), business services (MAITRI)

Key opportunity areas

A. Reimagine governance to reflect dynamic economic and social needs:

A.1 Revamp organization structure: Opportunity to realign government organization structure to reflect four priorities – economic, social, environmental and technological, while delayering and delegating power appropriately

A.2 Reimagine recruitment to retirement journey by transforming GAD¹⁷⁸ into a holistic HR: Improve employee satisfaction through increased transparency and timely implementation of HR policies throughout the employee journey, enabling long-run improvement in employee efficiency.

A.3 Strengthen performance management with measurable and transparent KPI linkages and enhance employee effectiveness through real time and targeted capability building

E. Deepen citizen engagement and reduce digital divide: Citizens rely on alternate channels for accessing services (e.g. certificates, registrations) and information (e.g. policy changes, rights, government news). Even users accessing existing digital portal for these have a poor experience due to non-user-friendly interfaces. Opportunity to foster deeper trust and engagement with citizens through integration of various government portals and by enabling active participation in policy feedback and decision making

Source
178: General Administration
Department, Government of
Maharashtra



- C. **Improve ease of doing business:** Delays in setting up business and project execution because of multiple permits needed from various institutions and land acquisition-related delay due to unclear titles and valuations. Opportunity to deregulate and simplify requirements by taking an end-to-end view and leveraging technology for transparent, time bound execution

Vision and Outcomes



The state will track following metrics to measure these outcomes:

Themes	Metric	MH Current	2029	2035	2047
People excellence	Digitalization and staffing pattern updates (%)	Initiated	85	100	100
	Timely promotions (%)	Not measured	85	95	99
	Employees completing assigned trainings ¹⁷⁹ (%)	Not measured	100	100	100
	Department enquiries resolved timely (%)	Not measured	85	100	100
	Timely pension approval (%)	Not measured	75	85	95
Systems and processes excellence	NeSDA score of state portals (%) ¹⁸⁰	62	> 80	100	100
	Share of E-Services (citizen) on RTS - Aaple Sarkar portal (%) ¹⁸¹	74	> 80	100	100
	E-Office adoption (% of Sevarth users)	21	> 80	100	100
Service excellence	Citizen Net Promoter Score for E-services	Not Measured	7	8	9
	Grievance pendency rate (%) ¹⁸²	55	< 20	< 10	< 5

Source

179: Noor: Includes domain specific and competency based trainings across behavior, ethics, frontier technology and immersive learning

180: Source: National e-governance Service Delivery Assessment, 2021

181: Source: National e-governance Service Delivery Assessment, August 2025

182: Department of Administrative Reforms and Public Grievances, CPGRAMS Monthly Report, April 2025

Key Initiatives

01

Ensure a future-fit government operating model, structure and staffing

02

Ensure best-in-class recruitment to retirement for employees

03

Equip and measure government employees to deliver KPI-linked outcomes with targeted capability building

04

Create an integrated data lake and a digital tech-stack to enable seamless tech-enablement, standardization and government efficiency

05

Digitalize 100% citizen services for a single-click, auto-triggered and proactive governance from womb-to-tomb

06

Institutionalize 2-way citizen engagement for participatory governance

07

Deregulate and digitize policy and compliances, compatible with emerging priorities

1. Ensure a future-fit government operating model, structure and staffing

Objective: Setup a future-fit, agile and dynamic organization that can evolve as per changing economic and societal needs.

Key elements:

- 1.1 **Redesign department structures as per emerging economic and societal needs:** For example, 64% of the state's GDP comes from Services sector but no dedicated Commissionerate for services, ~50% urban population but majority of the cadres are deployed in rural areas
- 1.2 **Institutionalize dynamically altering organograms:** Enable agile updates to roles, simplify reporting lines, and ensure role clarity at every level. Create functional roles to address emerging priorities across departments (e.g., climate change officers within Industry, Urban and Water departments, well-being officers for employee satisfaction) and establish dedicated IT and statistical cadres for digital and evidence-based policy making



Enable timely pension approval through automated approval workflows and increased visibility of pending pensions on dedicated portal

- 1.3 **Delegate power** to districts and talukas with clear SOPs
- 1.4 **Revamp recruitment rules across departments:**
 - 1.4.1 Update qualification and experience requirements, streamline the appointment process and enable sector-specific expertise criteria for deployment in strategic/priority departments
 - 1.4.2 Enable need-based, agile, short-term hiring for immediate skill requirements (e.g., for AI specialists, cybersecurity experts). Institutionalize lateral hiring for roles requiring specific expertise

2. Ensure best-in-class recruitment to retirement for employees

Objective: Create digitally enabled employee lifecycle management to enable faster recruitment, timely promotions, fair transfers and seamless retirement

Key elements:

- 2.1 **Adopt unified eHRMS** to digitize all employee related workflows and integrate all processes throughout the employee lifecycle (from onboarding to transfers to retirement planning) and admin functions (from payroll to leaves to pensions) on a single, digital system
- 2.2 **Improve recruitment efficiency** through transparent candidate pipeline, end-to-end digitalized processes and timely appointments
- 2.3 **Develop digital and transparent performance appraisal** mechanism through integration of Maha-PAR with eHRMS
- 2.4 **Ensure timely and outcome-driven promotions** for all employees, enabled by digitizing service books and bringing promotional orders transparently on a public portal (e.g., CM Dashboard, eHRMS). Encourage role and competency-based promotions with mandatory acquisition of requisite skills within 6 months of promotion/transfer
- 2.5 **Institutionalize a data-driven and performance-based transfer system**, transparently selecting candidates based on prior experience, departmental needs, opportunity to diversify candidate's skillset
- 2.6 **Strengthen disciplinary measures by enhancing real-time visibility of pending enquiries** through a digital case-management system integrated with eHRMS. Establish clear timelines for resolving various types of enquiries
- 2.7 **Enable timely pension approval** through automated approval workflows and increased visibility of pending pensions on dedicated portal (e.g., CM Dashboard, eHRMS, etc.)

3. Equip and measure government employees to deliver KPI-linked outcomes with targeted capability building

Objective: Build a transparent and outcome-driven public service culture that rewards excellence and ensures policy continuity across governments by building capacity in frontier technologies, cultivating empathy and ethics, and ensuring effectiveness for seamless citizen service delivery

Accelerate data-backed decision-making and seamless inter-department coordination with an integrated technology and data infrastructure. Leverage technology to minimize government role in facilitating governance

Key elements:

3.1 Formalize outcome driven performance management, with KPIs on outcomes for citizens/ businesses/ employees and financial prudence:

- 3.1.1 Lock-in KPIs for 3–5-years across departments, cascaded to role-level
- 3.1.2 Create a performance pool of competitive funds where a portion of the state budget is reserved to provide additional funding to top-performing departments, in alignment with pre-specified KPIs
- 3.1.3 Create space for some of the posts to be occupied through lateral, private contractual or deputation-based hiring for specific competency requirements and renewed qualification criteria
- 3.1.4 Publish KPI achievements on the CM dashboard and make them transparently accessible for merit-based promotions

3.2 Transform training content and delivery to build domain-expertise, empathy and future-ready skills among employees

- 3.2.1 **Enable continuous, role-specific training** with a revamped training policy that includes competency mapping of individuals, mandates skilling for frontier technology (AI, cybersecurity etc.) and incentivizes non-mandatory, needs based just-in-time trainings

3.2.2 Introduce immersive learning:

- 3.2.2.1 Continuous field exposure and visits to lighthouse projects
- 3.2.2.2 Mentors for district/ field officers from academic, research and government institutions
- 3.2.2.3 Global exchange programs and peer learning platforms

- 3.2.3 **Evolve existing digital learning platforms** (beyond IGOT Karmayogi) into a marketplace that integrates content from academic institutes and private edtech players. Maintain a library of best practices across states and global cases on this platform

- 3.2.4 **Maintain skill passports for employees** with real-time data bank of training credits & individual competency maps, accessible via eHRMS

4. Create an integrated data lake and digital tech-stack to enable seamless tech-enablement, standardization and governance efficiency

Objective: Accelerate data-backed decision-making and seamless inter-department coordination with an integrated technology and data infrastructure. Leverage technology to minimize government role in facilitating governance

Key elements:

4.1 Simplify, digitalize and standardize current operations keeping the motto 'minimum government, maximum governance':

- 4.1.1 Reengineer government processes to streamline workflows, policies, and systems allowing the government to step-back from non-essential areas and enhance efficiency, transparency and lean service delivery
- 4.1.2 Move from paperwork to digital documentation with formats/ processes standardized from secretariat to block/ gram panchayat level for citizen-centric services
- 4.1.3 Leverage AI co-pilots to support routine activities (e.g., note-taking, data entry, and document management), enabling employees to dedicate time



Ensure interdepartmental convergence by routing all benefits to citizens using Direct Benefit Transfers (DBT) enabled by single eligibility registry linked to unique ID (Aadhar/MahaID).

for strategic and developmental responsibilities
4.1.4 Design faceless, self-compliance workflows for citizens, businesses and government employees (including algorithm-based transfers and promotions, land transfers, enrolment to public benefits, etc.)

4.2 Create an integrated government data lake:

4.2.1 Develop a centralized, accessible, digital archive of policy documents, government resolutions, implementation and impact reports
4.2.2 Integrate databases across departments using unique, traceable identifiers (e.g., Aadhar, PAN, MahaID) embedded across all systems

4.3 Build a state-of-the-art, cyber secure tech stack that enables seamless integration with government's unified data (Refer Technology chapter)

4.4 Launch sectoral Digital Public Infrastructures (DPI) such as agri-stack, anonymized health-stack etc. (Refer Technology chapter)

4.5 Mainstream use of emerging technologies by institutionalizing state innovation labs, challenge-based problem solving, innovation sandboxes, and public hackathons to ensure wide-scale adoption and replication of scalable digital solutions for citizens, businesses and governance.

5. Digitalize 100% citizen services for a single-click, auto-triggered and proactive governance from womb-to-tomb

Objective: Ensure gold standard response time for routine services and grievance redressal and increase accountability towards citizens

Key elements:

5.1 Enable life cycle based streamlined service delivery (Refer Exhibit 1)

5.1.1 Ensure interdepartmental convergence by routing all benefits to citizens using Direct Benefit Transfers (DBT) enabled by single eligibility registry linked to unique ID (Aadhar/ MahaID). Ensure citizens can access eligibility and payment status for all schemes/ subsidies easily while departments can monitor scheme implementation granularly
5.1.2 Expand Right to Services to ensure all citizen services are made available on Aaple Sarkar portal

EXHIBIT 1: Life-cycle based governance model for service delivery



5.1.5 Deploy smart triggers and auto-benefit disbursement at key milestones (e.g., trigger Aadhar application on birth certificate creation, initiate pension application at retirement age)

5.2 Ensure user-friendliness and support for seamless experience:

5.2.1 Create easy-to-navigate, standardized portals that eliminate repetitive manual entries (e.g., DigLocker or Aadhar linked APIs for pre-filling personal data). Integrate accessibility-by-design for specially abled and elderly persons with text-to-speech, larger interface modes

5.2.2 Enable single sign-on for all government portals. Build generative AI search, multilingual chatbots, infographics to explain portal functions

5.2.3 Bridge the digital divide with community-led assistance programs (e.g., Digital Sakshis, NGO and student volunteers), infrastructure for change management during transition (e.g., help kiosks, on-call assistance) and access to high-speed Wi-Fi in relevant public spaces

5.3 Strengthen grievance redressal mechanisms: Guarantee adherence to redressal timelines using AI-based categorization and auto-allocation of grievance to relevant departments. Institutionalize statutory mechanisms for citizen appeals in case of missed timelines or unsatisfactory resolution

6. Institutionalize 2-way citizen engagement for participatory governance

Objective: Provide citizens credible and reliable information on policy initiatives, news and data, while enabling them to contribute to decision making

Key elements:

6.1 Make real-time information available in consumable formats:

6.1.1 Publish policy updates, major decisions and critical alerts as easy-to-comprehend infographics or short sound/ video bites via mainstream/ social media and verified digital influencer network. Ensure multilingual translations.

6.1.2 Establish an independent AI-enabled fact-check unit that flags misinformation and publishes corrections

6.1.3 Make socio-economic and governance data (e.g., GDP estimates, budget details, scheme utilization) cascaded to taluka level available on live dashboards (e.g., open-access version of CM dashboard)

6.2 Facilitate stakeholder consultations and citizen feedback in policy making and governance:

Set up digital platforms to systematically collect feedback on policy drafts/ invite policy suggestions; create and continuously update digital directory of sectoral and regional experts and foster a culture of consultative evaluations and course corrections.

6.3 Ensure real-time alerts, localized guidance, incident reporting, and public awareness in case of disaster and emergencies (refer Security chapter)

Publish policy updates, major decisions and critical alerts as easy-to-comprehend infographics or short sound/ video bites via mainstream/ social media and verified digital influencer network. Ensure multilingual translations.



7. Deregulate and digitize business policy and compliances, compatible with emerging priorities

Objective: Simplify regulatory requirements across sectors, enabling faster setup/ ramp-down and faceless self-compliance for businesses

Key elements:

7.1 **Create an independent deregulation commission:** (Refer Industry chapter)

7.2 **Unlock land availability/ use with quicker approvals:**

7.2.1 Build blockchain secured digital land records with GIS tagging and virtual fencing to auto-fetch regulations, NOCs and approvals needed basis zoning, height restrictions, forest boundary etc.

7.2.2 Setup end-to-end digital workflows for all land transactions and services (for e.g., registration, taxation, payments, transfers)

7.2.3 Decentralize non-agricultural use permits to local bodies throughout the state (currently piloted for Class-1 land)

7.2.4 Facilitate relevant state institutions to efficiently buyback, repurpose and monetize land from sick/insolvent units. Reduce compliance requirements for land subdivision for different uses.

7.2.5 Accelerate land dispute resolutions with online filings & hearings.

7.3 **Use technology to fast-track business services:**

7.3.1 Onboard 100% business services on single-window MAITRI platform, ensure 100% adherence to approval timelines and enforce statutory mechanism for conflict resolution

7.3.2 Enable auto-calculation of relevant fees & charges on platform

7.3.3 Develop an AI-based solution to auto-process all compliances/ permits in parallel across departments to minimize subjective, physical interaction and accelerate execution timelines

7.4 **Institutionalize private sector service delivery:** (Refer Industry chapter)

Roadmap

Till 2025	2026-35	2036-47
1. Ensure a future-fit government operating model, structure and staffing		
<ul style="list-style-type: none"> 85% end-to-end digitalization done and staffing pattern updated for timely recruitment Government process re-engineering completed, streamlined workflows, policies and systems developed First tranche of department consolidation/ expansion executed (2027) Role cards, job charts for all employees created (2027) IT and statistical cadre onboarded (2027) 	<ul style="list-style-type: none"> 100% digitalization done, staffing pattern updated Continuous, need-based upgrades 	<ul style="list-style-type: none"> Continuous, need-based upgrades

BY 2020	2020-25	2026-47
<ul style="list-style-type: none"> 100% HR lifecycle digitalized on eHRMS with functional mobile self-service (Maha-AASTHA) All recruitment rules updated across departments (2027) 100% employee records digitized, integrated with eHRMS All pending enquiries, annual performance appraisals and compassionate appointments completed (2027) 	<ul style="list-style-type: none"> Continuous, need-based upgrades 	<ul style="list-style-type: none"> Continuous, need-based upgrades
3. Equip and measure government employees to deliver KPI-linked outcomes with targeted capability building		
<ul style="list-style-type: none"> Long-term KPIs institutionalized Competency assessment for all employees done; revamped training policy (2027) Immersive training models integrated (2026) Digital learning marketplace launched (2026) 100% employees complete domain and competency-based trainings, behavioral training on ethics, frontier technology and on-field immersive trainings 	<ul style="list-style-type: none"> Continuous, need-based upgrades 	<ul style="list-style-type: none"> Continuous, need-based upgrades
4. Create an integrated data lake and a digital tech-stack to enable seamless tech-enablement, standardization and governance efficiency		
<ul style="list-style-type: none"> 100% eOffice adoption and paperless government operations AI-copilots launched across departments Integrated data lake and tech-stack developed, sectoral DPs launched 	<ul style="list-style-type: none"> Continuous, need-based upgrades 	<ul style="list-style-type: none"> Continuous, need-based upgrades
5. Digitalize 100% citizen services for a single-click, auto-triggered and proactive governance from womb-to-tomb		
<ul style="list-style-type: none"> Governance laws, RTS act and e-Office implemented Right to Services Act revamped with expanded service inclusion (2026) User-experience improved across all portals (2026) 100% DBT implemented; Right to Information act strengthened with online access, proactive disclosures 	<ul style="list-style-type: none"> Smart triggers for life cycle-based service delivery 	<ul style="list-style-type: none"> State amongst top 2 for fastest citizen service delivery
6. Institutionalize 2-way citizen engagement for participatory governance		
<ul style="list-style-type: none"> AI-enabled fact check unit created (2027) First update of expert repository compiled (2026) 	<ul style="list-style-type: none"> Participatory governance websites live 	
7. Deregulate and digitize policy and compliance, compatible with emerging priorities		
<ul style="list-style-type: none"> Deregulation commission institutionalized and recommendations including green channel creation implemented Land densification policy issued with statewide land restoration plans (2027) PPP-led service delivery model for permits designed (2026) 	<ul style="list-style-type: none"> Digital/ Self-compliance platform created 100% land transactions digital 	<ul style="list-style-type: none"> State amongst top 2 for EODB ranking



14 TECHNOLOGY

Leverage technology for effective governance

The State will undergo a technological transformation, enabled by 4 initiatives - create a robust digital infrastructure (data centres, data lake), and sector-specific DPI (e.g., agri-stack, health-stack) that private sector can leverage for scalable, AI-led innovation for citizens, businesses & governance.

Maharashtra's achievements

As the economy becomes increasingly technology-driven, Maharashtra has emerged as a pioneer in both - the development of cutting-edge technologies and their application throughout the government:

- **Maharashtra has dedicated single window digital platforms** for citizen services (Aaple Sarkar – Right to Services), business services (MAITRI) and Aaple Sarkar Grievance portal.
- **The state has a comprehensive Chief Minister's Dashboard** with real-time data on schemes, projects, fund utilization, etc., tracked to the taluka level!
- **The state has initiated a Unique Infrastructure Facility ID** to geo-tag and digitally map all public infrastructure assets.

Key opportunity areas

- Improve efficiency and promote evidence-based policy making:** Disaggregated efforts for digitalization ongoing across departments. Opportunity to standardize and digitize systems in a coordinated manner and integrate disparate government datasets to enable transparency and inter-departmental coordination which will allow evidence-led policymaking.
- Improve citizen engagement and ensure ease of doing business:** Users accessing digital government portals have a poor experience due to non-user-friendly interfaces. For businesses, there are multiple, overlapping processes for permits/licences, which become time-consuming and lead to delays in project execution. Opportunity to digitalize and integrate government portals for citizen services and leverage technology for faster business services.

Vision and Outcomes



The state will track following metrics to measure these outcomes:

Themes	Metric	MH Current	2029	2035	2047
Technology for government	NeSDA score of state portals (%) ¹⁸⁵	62	> 80	100	100
	E-Office adoption among employees (as share of Sovarth users, %) ¹⁸⁶	21	> 80	100	100
	Proportion of departments integrated with data lake (%)	Not measured	> 80	100	100
Technology for governance	Share of E-Services (citizen) on RTS - Aaple Sarkar portal (%) ¹⁸⁷	74	> 80	100	100
	Citizen Net Promoter Score for E-services	Not measured	7	8	> 9
	Cybercrime rate (per 1L population) ¹⁸⁸	6.6	6.0	5.0	< 2.0

Key initiatives

01

Create an integrated and cyber-secure data lake and tech-stack

02

Establish advanced technology infrastructure for the state

03

Build sector-specific digital public infrastructure

04

Digitalize all citizen and business services for effective governance

1. Create an integrated and cyber-secure data lake and tech-stack

Objective: Accelerate data-backed decision-making and seamless inter-department coordination with an integrated technology and data infrastructure

Key elements:

- 1.1. Institutionalize a Chief Technology Officer-driven IT cadre:** Embed full-time tech experts (e.g., software, hardware, AI/ML, data science, cybersecurity) in each department to build expertise within the government ecosystem and rapidly implement technology solutions

Source:

185: National e-governance Service Delivery Assessment, 2021

186: Department of Information Technology, Government of Maharashtra

187: National e-governance Service Delivery Assessment, July 2025

188: Ministry of Home Affairs, National Crime Records Bureau, 2022: Gujarat and Tamil Nadu have 2.0 and 2.7 cybercrime rates respectively

189: World Bank, UNL Korea Government, World Customs Organization

1.2. Undertake process re-engineering, standardization and digitalization of government operations:

- 1.2.1. Expand ongoing e-governance efforts to undertake complete process reengineering to minimize steps and physical paperwork and shift to digital documentation with formats/ processes standardized from secretariat to block/ gram panchayat level for citizen-centric services
- 1.2.2. Leverage AI co-pilots to support routine activities (e.g., note-taking, data entry, and document management)
- 1.2.3. Develop and monitor data governance standards, ensuring quality and managing interoperability, privacy, and security of datasets

1.3. Create an integrated government data lake,: Develop a centralized digital archive of all policy documents, government resolutions, implementation plans, and impact reports. Integrate databases across departments using unique, traceable identifiers (e.g., Aadhar, PAN, MahatID)

1.4. Build a state-of-the-art, cyber secure tech stack (refer Exhibit 1): integrated with government data lake to enable scalable digital solutions for citizens, businesses and governance.

- 1.4.1. Ensure compatibility and standardization with latest developments in programming, application logics, and user interface applications
- 1.4.2. Develop robust infrastructure in terms of operating system, cloud services, load balancers and testing frameworks to enable reliability
- 1.4.3. Deploy the best available firewalls, authentication and authorization tools for comprehensive cyber security. Maintain in-house servers and cloud infrastructure to ensure a sovereign governance framework

1.5. Ensure single-source of truth and data transparency with accessible dashboard, enabling evidence-based decision-making: Comprehensive KPI performance monitoring and asset/ investment visibility till block level across departments, schemes, projects with appropriate access-controls (CM dashboard could be expanded for this purpose)

Source:
187. World Bank, UN, Korea Government, World Customs Organization

Exhibit 1: South Korea tech stack for digitized service delivery¹⁸⁷





2. Establish advanced technology infrastructure for the state

Objective: Create a resilient, state-managed digital infrastructure, enabling accelerated innovation and efficiency for tech-enabled governance.

Key elements:

- 2.1. **Ensure high-speed and reliable internet for all citizens** by deploying state-wide optical fiber network, enabling high-speed broadband connectivity.
- 2.2. **Maintain in-house servers and cloud infrastructure** to ensure a sovereign governance framework enabled by state-of-the-art cybersecurity, digital identity verification systems.
- 2.3. **Expand state-backed data centers:** Set-up government-anchored data centers in Nashik, Ch. Sambhaji Nagar, Nagpur, to support public sector cloud facilities, AI models, service delivery and innovation in governance.
- 2.4. **Ensure disaster-resilience in technology infrastructure:** Plan for standby data centers, robust failover systems and crisis communication models to allow for time-sensitive data recovery and service continuity in adverse situations.

Expand state-backed data centers: Set-up government-anchored data centers in Nashik, Ch. Sambhaji Nagar, Nagpur, to support public sector cloud facilities, AI models, service delivery and innovation in governance.



3. Build sector-specific digital public infrastructure:

Objective: Enable digital transformation across sectors with efficient, transparent, secure and interoperable data infrastructure (DFI)

Key elements:

Government's integrated data lake and tech stack can be leveraged for setting up sector-specific digital public infrastructure and smart grids.

- 3.1. **Build blockchain secured digital land records** with GIS tagging and virtual fencing to auto-fetch regulations for end-to-end digital workflows of all land services (e.g., registration, taxation, payments, transfers)
- 3.2. **Create an interoperable state-wide health data platform:** Integrate public and private records; build a network of diagnostic machines/results and anonymize the data bank. Offer anonymized public health data (diagnostics, outcomes) for pharma, biotech, and health tech R&D
- 3.3. **Digitize the water supply chain:** Implement geo-fencing, GPS tagging and AI-based analytics across all water sources to enable predictive planning and equitable water allocation across uses. Use IoT and SCADA to monitor system performance in real-time.





Implement end-to-end digital and faceless workflows for selected compliances, e.g., auto-renewals for green category industries, auto-fetching zoning and height restrictions, and building layout approvals

- 3.4. **Develop virtual power plants** for real time, open energy marketplace, aggregating decentralized energy sources (e.g., rooftop solar, battery storage, EV fleets) into a unified platform
- 3.5. **Implement agriculture-stack** for real-time farmer/holding data enabled with secure, open APIs; minimize onboarding friction. Enable start-ups to create AI-led advisory/credit solutions
- 3.6. **Build an integrated tourism data repository** with real-time visitor trends
- 3.7. **Leverage these data infrastructure and latest technological developments to ensure continuous innovation in governance practices** (e.g., AI-based credit approvals, drone-based asset mapping)
- 3.8. **Institutionalize mechanisms for the private sector to securely build onto government DPI**, using anonymized data within the guardrails of privacy, to create innovative citizen and business solutions (e.g., health records, transport and mobility data, utility and resource use data)

4. Digitalize all citizen and business services for effective governance

Objective: Ensure gold standard response time for routine and business services, with quick grievance redressal, increasing government accountability

Key elements:

4.1. Enable streamlined, digital service delivery for citizens

- 4.1.1. **Maximize digital, faceless services:** Expand Right to Services (Presently having 1001 notified services vs 2002 in Karnataka²⁴) to ensure all citizen services are made available on Aaple Sarkar portal. Eliminate physical touchpoints for selected services, e.g., land registration, transfer and mutation, enrolment to public benefits, renewal of identity documents. Deploy smart triggers and auto-benefit disbursement at key milestones
- 4.1.2. **Simplify service delivery through digital, PPP models:** Authorize private partners to operate efficient Udyog Seva Kendras, facilitating single-point convergence of all processes. Implement an advanced, automated citizen journey through kiosks and self-help desks at Seva Kendras
- 4.1.3. **Prepare a single eligibility registry for citizens** linked to unique ID (Aadhar/MahaID/Golden record). Ensure interdepartmental convergence by routing all benefits to citizens using Direct Benefit Transfers (DBT). Ensure citizens can access eligibility and status for all schemes/subsidies easily while departments can monitor scheme implementation granularly

4.2. Implement 100% digital and faceless delivery to fast-track business services:

Implement end-to-end digital and faceless workflows for selected compliances, e.g., auto-renewals for green category industries, auto-fetching zoning and height restrictions, and building layout approvals. Develop an AI-based solution to facilitate self-compliances, e.g., fire NOC, lift NOC

4.3. Ensure user-friendliness and support for seamless experience:

- 4.3.1. Create easy-to-navigate, standardized portals that eliminate repetitive manual entries (e.g., DigiLocker or Aadhar linked APIs for pre-filing personal data). Integrate accessibility-by-design for specially abled

and elderly persons with text-to-speech, larger interface modes. Build infrastructure for change management during transition (e.g., help kiosks, on-call assistance).

4.3.2. Enable single sign-on for all government portals. Build generative AI search, multilingual chatbots and video tutorials/infographics to explain portal functions.

4.3.3. Bridge the digital divide with community-led assistance programs (e.g., Digital Sakshis, NGO and student volunteers).

Roadmap

TR 2025	2026-2035	2036-2047
1. Create an integrated and cyber-secure data lake and tech-stack		
<ul style="list-style-type: none"> 100% eOffice adoption and paperless govt. operations (2027) All department datasets standardized through government process reengineering and API-linked (2028) 80%+ historical datasets digitized and integrated into data-lake Dedicated IT cadre deployed across all departments (2027) IT and statistical cadre onboarded (2027) 	<ul style="list-style-type: none"> 100% departments linked to integrated data lake Continuous, need-based upgrades 	<ul style="list-style-type: none"> Continuous, need-based upgrades
2. Establish advanced technology infrastructure for the state		
<ul style="list-style-type: none"> All land records digitalized, GIS-tagged Unique digital health identifier for every resident issued; individual records linked across providers and app-based personal health profiles launched All digital platforms (AgriStack, MahaVedh, CropSAP, MahaDBT) integrated into a unified ecosystem for farmers (2028) 	<ul style="list-style-type: none"> 100% land transactions digitalized Geo-fencing, IoT and SCADA water analytics across all districts State-wide VPP network operationalized 	<ul style="list-style-type: none"> Continuous innovation in existing DPI, and development of new DPI, as required
3. Build sector-specific digital public infrastructure		
<ul style="list-style-type: none"> Long-term KPIs institutionalized Competency assessment for all employees done; revamped training policy (2027) Immersive training models integrated (2026) Digital learning marketplace launched (2026) 100% employees complete domain and competency-based trainings, behavioral training on ethics, frontier technology and on-field immersive trainings 	<ul style="list-style-type: none"> Continuous, need-based upgrades 	<ul style="list-style-type: none"> Continuous, need-based upgrades
4. Digitalize all citizen and business services for effective governance		
<ul style="list-style-type: none"> Refer Governance chapter 		



15 SECURITY

Ensure security, safety and disaster resilience for every citizen in the state

Maharashtra aims to increase crime detection and conviction rates to 95% (from 60% and 45% currently) and strengthen disaster resilience. This will be enabled by 9 initiatives - deploy tech-driven policing and investigation units, set up district/city emergency operation centres, and use predictive analytics.

Maharashtra starting point

Maharashtra demonstrates comprehensive internal security and resilience capabilities across law enforcement, judiciary, and disaster management.

- **Robust legacy in law enforcement capabilities:** State pioneered India's first Anti-Terrorism Squad that has kept severe crimes under control. Recent milestones include Mumbai ranking among the safest cities; 95% major-crime detection rate in Ch. Sambhaji Nagar; launch of a tech-driven policing platform.¹⁸⁹
- **Strong judicial workforce:** Anchored by illustrious Bombay High Court and well-staffed district courts¹⁹⁰, state's judiciary ensures efficient justice delivery. Reforms like e-filing and alternate dispute resolution, along with the first National Lok Adalat resolving above 7 L cases¹, highlight accessible and timely justice.
- **Resilience to natural disasters:** Despite flood, drought, landslide, and earthquake risks, Maharashtra maintains a robust disaster response system. The advanced State Emergency Operation Centre (SEOC) supported by State Disaster Response Force (SDRF) and advanced search-and-rescue equipment, integrates emergency services with AI/ML-driven action¹⁹¹ – one of the firsts in India. (Refer Exhibit 1)

EXHIBIT 1: Operational view of SEOC



Source:
189: Press reports.
190: India Justice Report 2025
191: State Disaster Management Department, SEOC integrates multiple communication channels for redundancy; an AI/ML-powered Geo-Decision-Support System for real-time early warnings via APIs; a Hazard Risk Vulnerability Analysis dashboard for planning; and satellite imagery for disaster response and recovery.
192: Note: Based on online survey for citizens' perception of policing under Vision Maharashtra 2047 vision.

- A. **Transform public trust through citizen-centric policing¹⁹²:** Home department's citizen survey of more than 1.7L citizens highlights strong appreciation for Police's visible presence, but also highlights improvement opportunities — greater gender sensitivity, enhanced CCTV coverage with privacy safeguards, strengthening capabilities against cybercrimes, narcotics (refer Exhibit 2)

EXHIBIT 2: Benchmarking state crime rates (per 1 L population)¹⁸⁸

Crime rates	Maharashtra	India
Crime rate for cognizable crimes (per L)	288	240
Crime rate for violent crimes	36.1	31.3
Crime rate under NDPS Act, 1985	11	8.3
Rate of cyber crimes:	6.6	4.8

- B. Strengthen measures against economic offences:** Maharashtra's rate of economic offences (14.9) exceeds national average (13.9)¹⁸⁹. In 2024, state reported 2.19 lakh financial fraud cases involving nearly INR 39K Cr, with Mumbai, Pune, Thane reporting highest cases¹⁹⁰. A targeted strategy can curb this surge.
- C. Accelerate police modernization:** Maharashtra can unlock incremental gains by leveraging Central Government's ASUMP¹⁹¹ scheme - only 66% of allocated funds (2014-2025) utilized, compared to 99% in Gujarat and 98% in Andhra Pradesh.
- D. Translate strong charge-sheeting into fairer justice:** Maharashtra's high charge-sheeting rate reflects strong investigative capacity. However, 62% of criminal cases have been pending in courts for over a year¹⁹² (vs. Gujarat's 41%), underscoring the need for faster, more effective justice delivery.
- E. Move towards zero (preventable) disaster fatalities:** Maharashtra is looking to substantially reduce the number of fatalities caused by disasters and gradually move towards a zero-mortality scenario (refer Exhibit 3) by strengthening early warnings, local preparedness can eliminate fatalities from recurring disasters.

Source

189: National Crime Records Bureau, Crime in India Statistics, Volume 1 (2022)

190: Ministry of Home Affairs, National Crime Records Bureau, Volume 1 (2022)

191: Maharashtra Home Department

192: India: Assistance to States and

UTs for Modernization of Police
 187: National Judicial Data Grid (as of August 2025)

EXHIBIT 3: Reported disaster related fatalities in Maharashtra (2018-2025)

Sr. No.	Name of Calamity	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Total
1	Flood	66	354	94	377	223	128	170	1544
2	Landslide	3	10	13	105	11	87	2	333
3	Lightning	86	157	188	207	230	109	202	1249
4	Cyclone	14	8	28	96	3	1	2	152
5	Earthquake	0	1	0	0	0	0	0	1
6	Onset burst	0	7	5	1	10	0	0	11
7	Hailstorm	1	1	2	3	10	0	8	30
	Total	222	539	430	791	408	305	380	-----

Vision and Outcomes

Safety and security

Leading as India's safe and secure state

Justice delivery

Delivering swift and timely justice

Emergency response

Achieving best possible emergency response time in India

Capacity building

Minimizing gap in public perception and expectation
Ensuring tech enablement of police force



To achieve the above, the State will track the following metrics:

Themes	Metric	MH Current	2029	2035	2047
Safety and security	Crime detection rate (%) ¹⁹⁸	60%	70%	90%	95%
	CCTV coverage in critical public spaces (%)	-	60%	100%	100%
Justice delivery	Conviction rate (%) ¹⁹⁹	-	60%	100%	100%
	Cases where charge sheet filed within prescribed timelines (%) ²⁰⁰	55%	70%	95%	100%
	Criminal cases active for >1 year in lower courts (%) ²⁰¹	62%	40%	25%	<10%
Capacity building	Share of police training expenditure (% total police expenditure) ²⁰²	0.84%	10%	20%	30%
	Police persons with body cameras (%)	-	50%	100%	100%
Emergency response	Median time from emergency call to response for police (in minutes) ²⁰²	10	8	6	3



Source
198: Maharashtra Home Department
199: Crime Investigation Department, Crime in Maharashtra 2022
200: National Judicial Data Grid
201: Bureau of Police Research and Development, Data on Police Organizations (2022)
202: Maharashtra Home Department

Key Initiatives

01

Accelerate implementation of updated criminal law codes

02

Institutionalize structural shifts in state's security and justice systems

03

Drive a dedicated mission to effectively manage crimes occurring in Maharashtra

04

Build a highly motivated, performance-driven, future-ready and trusted police force

05

Increase technology adoption for smart policing and justice delivery

06

Strengthen response capacities to make Maharashtra disaster resilient

07

Advance Maharashtra's disaster readiness with real-time, all-inclusive early warning and risk intelligence

08

Safeguard habitations, assets, critical infrastructure and services

09

Mainstream disaster resilience into developmental agenda for sustainability



Equip every court and police station with secure, high-capacity systems for certified e-records, remote hearings, and real-time online evidence submissions

1. Accelerate implementation of updated criminal law codes

Objective: Ensure full implementation of BNS, BNSS, and BSA²⁰²³ provisions to enhance public trust, safety, and timely criminal justice delivery in Maharashtra

Key elements:

- 1.1 **Drive mass sensitisation campaigns:** Launch state-wide programs to educate citizens, police, and officials on new laws (e.g., citizen-centric provisions, Zero FIR, new offences)
- 1.2 **Digitise police records and use of ICT:** Achieve 100% e-records, digital case management, and e-evidence across courts and police units to leverage new BSA provisions (i.e., use of e-Office, e-Sakshya, e-Summons etc.)
- 1.3 **Establish standardised digital infrastructure:** Equip every court and police station with secure, high-capacity systems for certified e-records, remote hearings, and real-time online evidence submissions
- 1.4 **Deliver role-based digital skills training:** Mandate role-based training for police, prosecutors, and forensic experts on digital evidence, e-filing, virtual hearings, and cybersecurity best practices
- 1.5 **Create specialised forensic and cyber law units:** Create district-level forensic and digital evidence cells, staffed and trained to meet BNSS standards for forensic analysis and electronic record admissibility
- 1.6 **Enforce time-bound justice statewide:** Operationalise protocols to align investigative, medical, trial processes to meet BNSS deadlines, using tech-enabled Zero FIR transfer, translation, and interstate cooperation
- 1.7 **Strengthen inter-department coordination:** Institutionalize frameworks to align medical, forensic, investigative, and judicial processes with BNSS-mandated timelines

2. Institutionalize structural shifts in state's security and justice systems

Objective: Transform Maharashtra's security and justice system to ensure capacity, accountability, and world-class trust, safety, and justice delivery

Key elements:

- 2.1 **Strengthen dedicated investigation units:** Deploy independent units with embedded legal, forensic, and economic specialists for focused, new criminal code-compliant investigations
- 2.2 **Transform prisons and correctional boards:** Implement skill development, rehabilitation, and job placement programs for inmates
- 2.3 **Deploy predictive mass-agitation management system:** Use real-time intelligence, sentiment analysis, and crowd behavior forecasting to proactively manage and de-escalate public unrest
- 2.4 **Enhance recruitment and remuneration:** Raise minimum recruitment qualifications to graduate level, offer competitive salaries, and improve working conditions to attract and retain skilled personnel
- 2.5 **Institutionalise alternate justice mechanisms:** Establish plea bargaining cells, fast-track special courts for high-pendency and sensitive cases, and institutionalize mediation, conciliation, and online dispute resolution
- 2.6 **Unify prosecutorial functions:** Consolidate prosecutorial strategy under a single department to avoid inter-departmental overlaps

- 2.7 **Ensure transparency and accountability:** Conduct annual independent evaluations of police, prosecutors, forensic labs and courts (e.g., case disposal rate etc.) with targeted training to address gaps

3. Drive a dedicated mission to effectively manage crimes occurring in Maharashtra

Objective: Make Maharashtra safe and drug-free by embedding survivor and citizen-centric, tech-enabled complaint handling for enhanced public trust

Key elements:

- 3.1 **Strengthen women, children and elderly support spaces:** Enhance Bharosa Cells and other facilities to provide comprehensive support
- 3.2 **Mandate sensitivity training:** Deliver trauma-informed, gender-sensitivity training to intake staff, with annual certification linked to career progression
- 3.3 **Deploy integrated digital complaint platforms:** Launch mobile apps and unified portals (integrated with Whatsapp, SMS) for e-FIR filing, tracking officer visits, case updates, distress alerts, and counselor hotlines
- 3.4 **Enhance citizen cooperation and participation mechanisms:**
 - 3.4.1 Simplify witness procedures and create accessible channels for public participation in investigations and legal processes
 - 3.4.2 Launch a digital whistle-blower platform: Provide in-app and toll-free channel offering anonymous reporting (for e.g., of drug activity), with tip rewards credited to verified informants
 - 3.4.3 Strengthen community policing cells: Expand Jan Samvad forums, educational outreach, and officer-citizen partnerships via Gram Rakshak Dal and other initiatives
- 3.5 **Initiate targeted interventions for rehabilitation and drug awareness**
 - 3.5.1 Implement court-linked de-addiction, skill training, and job placement programs to reduce recidivism
 - 3.5.2 Conduct year-round school, transit, and social media campaigns with counselling and rehab helplines
- 3.6 **Establish state analytics command:** Track hotspots, repeat offenders, and use daily alerts across police, cyber-security, prison systems etc. for proactive crime management

Use analytics to deploy personnel based on local risk and demand (e.g., for urban traffic in busy city roads, cyber-task forces in high-incidence districts)

4. Build a highly motivated, performance-driven, future-ready and trusted police force

Objective: Enhance Maharashtra Police performance and morale via data-driven performance management, focused capability building and personnel wellness. This will also ensure public trust fostered through empathetic policing, and meaningful community engagement

Key elements:

- 4.1 **Apply data-driven workforce deployment:** Use analytics to deploy personnel based on local risk and demand (e.g., for urban traffic in busy city roads; cyber-task forces in high-incidence districts)
- 4.2 **Restructure police promotion system:** Implement merit-based, KPI-driven promotions integrating performance, citizen feedback and trainings for timely, fast-track promotions, recognition and leaderboards
- 4.3 **Deploy integrated e-HRMS platform:** Digitize service records, automate leave and transfer workflows, and managing training-schedules and performance reviews by deploying a state-wide e-HRMS



Implement hybrid traffic management system: Combine automated enforcement with trained personnel for complex intersections

- 4.4 **Institutionalize comprehensive training, upskilling and capability building**
 - 4.4.1 Cover law, ethics, citizen rights, digital literacy, and conflict management for all ranks
 - 4.4.2 Provide role-based training for prosecutors, forensic experts, cyber police, investigators, and patrol officers, including AI-led investigations, cyber forensics, anti-terror operations, and narcotics
- 4.5 **Deliver sensitization and public communication programs:** Equip officers with cultural competence, communication, and crisis management skills
- 4.6 **Provide universal police housing and healthcare:** Build high-density accessible housing and hospitals to ensure dignified living for all ranks
- 4.7 **Launch a state-wide police wellness mission:** Implement comprehensive mental and physical health programs, trauma support, and ensure adequate rest and leave

5. Increase technology adoption for smart policing and justice delivery

Objective: Position Maharashtra as a leader in digitally empowered policing and justice systems

Key elements:

- 5.1 **Establish centralized police data lakes and real-time command centres:** Link CCTV, drones, ANPR, facial recognition, and AI-enabled analytics to data lakes and command centers for rapid evidence-based deployment
- 5.2 **Deploy statewide integrated criminal justice systems:** Use analytics, predictive policing, and open-source intelligence to support investigation, prosecution, and trial processes
- 5.3 **Ensure robust IT backbone and digital equity:** Equip all stations with secure high-speed broadband and mobile access with responsive IT support
- 5.4 **Modernize police personnel, mobility fleet:** Provide state-of-the-art technology based tools (e.g. GPS-enabled patrol vehicles, drones, body cameras, biometric devices) to all frontline officers
- 5.5 **Enforce police visibility and behavioural standards:** Mandate patrol tracking, public ethics training, CCTV supervision, and dignified violation handling at checkpoints
- 5.6 **Strengthen forensic labs and training:** Expand and upgrade forensic and digital labs, create additional posts, and establish a State Forensic Training Centre for continuous skill development and operational capacity
- 5.7 **Implement hybrid traffic management system:** Combine automated enforcement with trained personnel for complex intersections
- 5.8 **Deliver tech-enabled citizen services:** Digitize citizen-facing services and integrate with national platforms (CCTNS, ICJS, NATGRID, DigiLocker)
- 5.9 **Establish a strategic communication and digital outreach cell:** Leverage social media and digital platforms for proactive citizen engagement on rights, services, and law enforcement updates
- 5.10 **Partner with industry and academia:** Launch FutureTech mission for AI, blockchain, cybersecurity, and social engineering threat pilots

6. Strengthen response capacities to make Maharashtra disaster resilient

Objective: Build a robust, technology-driven and community-backed disaster management system that enables real-time preparedness, rapid response, and resilient recovery across the state

Key elements:

- 6.1 **Build a network of district and city emergency operation centres (DEOC and CEOCs):** Establish state-of-the-art DEOCs linked to the CEOC under the World Bank-funded MRDP program, serving as both emergency nerve centers and analytical hubs for sustainable development in peacetime
- 6.2 **Create a warehousing and pre-positioning grid:** Set up strategically located warehouses with pre-positioned equipment and surge supplies to ensure relief reaches communities and response forces within 60 minutes of any major incident
- 6.3 **Strengthen community resilience:** Deploy trained disaster response teams across all districts, with 2.5 lakh certified Aapada Mitra volunteers, district-level forces, functional Village Disaster Management Committees, and expand State Disaster Response Force from 2 to 6 companies

7. Advance Maharashtra's disaster readiness with real-time, all-inclusive early warning and risk intelligence

Objective: Harness cutting-edge technology and community-focused tools to deliver predictive intelligence, instant alerts, and actionable guidance that reduce disaster risks and safeguard every citizen.

Key elements:

- 7.1 **Integrate AI/ML for sustainable disaster policy:** Use AI/ML within the geospatial portal to predict risks, optimize resources, and turn disaster data into adaptive policy
- 7.2 **Establish early warning systems** – Enable real-time warnings through API integration with IMD/INCOIS, AI modeling and rapid last-mile dissemination to cut lead time for the public to take safety precautions
- 7.3 **Roll-out fail-safe, multi-channel alert dissemination:** Deploy next-gen tools for instant, location-based alerts covering 100% of the population against severe threats
- 7.4 **Launch community-centric digital emergency interface:** Introduce a disaster response app for real-time alerts, localized guidance, incident reporting, and public awareness

Use AI/ML within the geospatial portal to predict risks, optimize resources, and turn disaster data into adaptive policy



EXHIBIT 4: Hazard specific types of work

Hazard	Types of work
Drought	Afforestation, Construction of arch bandhara, bandhara and borewell, Recharge shaft, Ground water recharge, Lake repair, tank repairs etc.
Flood	Construction of cross drainage works, percolation tank, gutter works, flood protection wall, local storm drainage, drainage improvement, RCC Nalla, Nalla Tronching/Deepening
Landslide	Slope Protection works: Landslide protection wall
Multiple Hazards (Cyclone, High Tide of the Sea, Heavy Rainfall etc.)	Underground Cabling, Anti-Erosion Bunds, Saïne Embankments, Multi-Purpose Cyclone Shelter, River Survey for Flood Protection wall

8. Safeguard habitations, assets, critical infrastructure and services

Objective: Develop disaster-resilient infrastructure and enforce risk-informed planning measures to minimize hazard impact, ensure business continuity, and protect communities across Maharashtra

Key elements:

- 6.1 **Build disaster specific resilient structures** for strengthening preparedness against various kinds of hazards (refer Exhibit 4)
- 6.2 **Update building codes and land use planning based on HRVA²⁰⁴ and local topography:** Reduce disaster risks through non-structural measures including slope master plans in landslide zones, earthquake-resistant codes in seismic regions, and flood-specific land-use planning based on red & blue-line surveys
- 6.3 **Ensure structural integrity of large public structures and critical infrastructure** (e.g., dams, bridges) by retrofitting these structures based on infrastructure age-mapping to avoid preventable collapse/damages

9. Mainstream disaster resilience into developmental agenda for sustainability

Objective: Embed disaster risk reduction into Maharashtra's development planning by strengthening institutions, policies, and training systems that drive resilient growth and long-term sustainability

Key elements:

- 9.1 **Establish institutional structures:** Establish an Urban Disaster Management Authority to complement the State (SDMA) and District (DDMA) authorities – with SDMA setting state policy, DDMA integrating it into local development to ensure sustainable, disaster-resilient growth
- 9.2 **Creation of State Institute of Disaster Management (SIDM):** Establish SIDM as a network of Centers of Excellence to build a culture of disaster risk reduction through training, research, and policy development

Roadmap

2023	2025	2027
1. Accelerate implementation of updated criminal law codes		
<ul style="list-style-type: none"> 50% digitisation of police records completed; all stations linked to e-Office, CCTNS, MedLEaPR, NAFIS 100% of district courts and police stations equipped with video-hearing pods and secure broadband SOPs standardising BNSS-aligned coordination across police, hospitals, forensics, and courts issued Advanced forensic-cyber cells functional in all districts 25% of court work operational on Nyaya Shruiti; 75% summons/warrants e-acknowledged 	<ul style="list-style-type: none"> AI-enabled multilingual legal chatbot with micro-learning nudges for citizens functional 100% police records digitized Statewide digital Zero FIR workflow with auto-translation and alerts 100% of court work operational on Nyaya Shruiti; warrants e-acknowledged 	<ul style="list-style-type: none"> Auto-updated explainers push to all e-Gov apps within 24 hours of any law change
2. Institutionalise structural shifts in state's security and justice systems		
<ul style="list-style-type: none"> Specialised investigation units set up in 50% districts with on-call legal and forensic advisors 50% prisons transformed into rehabilitation-focused hubs with skill-building and job placement Plea, ADR cells in 50% district courts with digitised eligibility screening 2 FTSCs functional in 25% districts for women/child offences, cyber, economic, and violent crimes Crowd-sentiment dashboard piloted in Mumbai, Pune, and Nagpur 	<ul style="list-style-type: none"> Specialised investigation units expanded to 100% districts, talukas 75% prisons modernised into rehabilitation centres Plea, ADR cells setup in 75% district courts 2 FTSCs operational in 100% districts Crowd-sentiment dashboards piloted in all districts 	<ul style="list-style-type: none"> Modernise 100% of prisons into rehabilitation centres AI forecasts for mass-agitation 24 hrs ahead with >90% accuracy
3. Drive a dedicated mission to effectively manage crimes occurring in Maharashtra		
<ul style="list-style-type: none"> Bharosa Cells upgraded in 75% district HQs with child, elder, and private support spaces Grievance systems merged into single tracking number Committee on public cooperation reforms institutionalized In-app & toll-free drug tip line with auto-credited rewards launched Crime hotspot dashboard integrating police & prison data operational 	<ul style="list-style-type: none"> Bharosa Cells with tele-counselling and support facilities in 100% districts Single policing super-app with digital filing and case updates operational Multilingual AI chatbot integrated in app AI/ML predictive scoring of drug tips functional Automated crime feeds linked to maps, patrol routes 	<ul style="list-style-type: none"> Fully AI-driven predictive policing and community engagement platform operational, preventing drug abuse and crime with >95% accuracy
4. Build a highly motivated, performance-driven, future-ready and trusted police force		
<ul style="list-style-type: none"> Model townships with clinics and cashless health cards launched 	<ul style="list-style-type: none"> 100% of staff covered under Police Wellness Mission 	<ul style="list-style-type: none"> Data-driven deployment maintained statewide



2022	2025	2047
<ul style="list-style-type: none"> Cloud-based e-HRMS rolled out with 100% digitised service records, automated workflows, mobile access Mirit-based reward system piloted in 50% units; Payroll, pensions & performance dashboards integrated Tiered training academies launched; 75% officers complete one module Empathy, communication, and de-escalation training in 75% districts Police Wellness Mission covers 75% personnel with annual checkups and 24x7 tele-counselling 	<ul style="list-style-type: none"> Phase-2 housing completed with statewide coverage Data-driven officer deployment scaled to 100% districts based on cyber-crime, disaster risk 100% officers trained via IGOT and refresher courses; virtual "help-desk classrooms" live 100% officers scheduled for 60+ upskilling hours 	<ul style="list-style-type: none"> Visibility metrics met daily; complaints on rude behavior <1%

5. Increase technology adoption for smart policing and justice delivery

<ul style="list-style-type: none"> Predictive policing platforms deployed in 50% major districts 	<ul style="list-style-type: none"> AI-driven predictive crime-heat maps operational in all districts 	<ul style="list-style-type: none"> Near-autonomous network across with human oversight only at complex intersections
<ul style="list-style-type: none"> Central data lakes & AI Command centers in 25% urban hubs with CCTV, drone, ANPR integration 	<ul style="list-style-type: none"> 100% police fleet GPS-enabled; all officers with cloud-linked body cams and biometrics 	<ul style="list-style-type: none"> Digital channels handle >90% citizen-police interactions
<ul style="list-style-type: none"> Forensic labs commissioned; mini-labs upgraded; State Forensic Training Centre launched 	<ul style="list-style-type: none"> Statewide network of Regional Forensic Labs & Mumbai FSL with 48-hour report turnaround 	
<ul style="list-style-type: none"> Citizen portal for FIRs and complaints operational 	<ul style="list-style-type: none"> VR crime-scene simulators set-up for forensics training 	
<ul style="list-style-type: none"> 75% police fleet GPS-enabled; 75% officers with body cams, biometrics 	<ul style="list-style-type: none"> 100% services digitised via CCTNS/ICJS & DigiLocker 	
<ul style="list-style-type: none"> Integrated ICT data-lake operational 	<ul style="list-style-type: none"> Regional outreach desks with vernacular creators, social-media complaint handling functional 	
<ul style="list-style-type: none"> Strategic Communication & Digital Outreach Cell operational; social-media responses within 2 hours 	<ul style="list-style-type: none"> GPS patrol tracking in all cities; 90% checkpoints body-cam monitored 	
<ul style="list-style-type: none"> App for non-cognisable cases and anti-corruption tips launched 		

6. Strengthen response capacities to make Maharashtra disaster resilient 7. Advance Maharashtra's disaster readiness with real-time, all-inclusive early warning and risk intelligence

<ul style="list-style-type: none"> SDRF expanded from 2 to 6 companies (one per division) 	<ul style="list-style-type: none"> DDRF in all 36 districts 	<ul style="list-style-type: none"> Zero (preventable) mortality for livestock from disasters achieved
<ul style="list-style-type: none"> DDRF established in 15 vulnerable districts 	<ul style="list-style-type: none"> Mini EOCs operational at taluka level 	
<ul style="list-style-type: none"> 34 District & City Emergency Operations Centres upgraded 	<ul style="list-style-type: none"> Zero (preventable) human mortality from disasters achieved 	
<ul style="list-style-type: none"> 4,000 trained volunteers deployed in each of 36 districts 	<ul style="list-style-type: none"> Trained volunteer teams deployed in all Gram Panchayats 	
<ul style="list-style-type: none"> 7,107 vulnerable villages equipped with basic Search & Rescue kits 	<ul style="list-style-type: none"> Warehouses/depots setup for pre-positioned response equipment 	
<ul style="list-style-type: none"> Industrial zones trained in CBRN disaster resilience 	<ul style="list-style-type: none"> Disaster management committees operational in all villages 	

2009	2015	2017
7. Advance Maharashtra's disaster readiness with real-time, all-inclusive early warning and risk intelligence		
<ul style="list-style-type: none"> • SEOC and DEOCs integrated with national, international alert agencies • Unified smart Geo-Spatial portal created by linking departmental portals with PM Gati Shakti, MRSAC • Statewide HRVA completed; digital disaster database, Hazard Atlas developed • Dedicated statewide lightning early warning system operational with real-time predictive alerts 	<ul style="list-style-type: none"> • AI/ML tools applied to disaster data • Regional and national cooperation strengthened for forecasting, knowledge exchange, and disaster logistics 	<ul style="list-style-type: none"> • Inclusive access and fast-mile connectivity ensured, including remote, underserved, and digitally dark regions
8. Safeguard habitations, assets, critical infrastructure and services		
<ul style="list-style-type: none"> • Disaster mitigation infrastructure created using Nature-Based Solutions, guided by HRVA • Building codes and land-use planning updated based on HRVA and local topography • State/ district officials across key departments trained for disaster, climate-resilient infrastructure • Rapid visual assessment of government schools and hospitals completed 	<ul style="list-style-type: none"> • Existing critical infrastructure retrofitted in hazard-prone areas (government buildings, hospitals, police/fire stations etc.) • Comprehensive water management and drought resilience programmes implemented/activities 	<ul style="list-style-type: none"> • All infrastructure designed and built to be disaster- and climate-resilient by policy
9. All infrastructure designed and built to be disaster- and climate-resilient by policy		
<ul style="list-style-type: none"> • Urban resilience programs implemented to strengthen institutional capacity in cities • SDMA, DDM, and UDMA strengthened with adequate staffing, resources, coordination, and SOPs • District level teams institutionalized for Post Disaster Needs Assessment • Taluka-level disaster management plans created in all districts 	<ul style="list-style-type: none"> • Taluka-level disaster management plans created in all districts • ~3% of departmental budgets earmarked for DRR activities • Village-level disaster management plans created 	<ul style="list-style-type: none"> • State and District planning have disaster risk reduction and climate action lens



16 FINANCE

Ensure a sustainable fiscal path through prudent fiscal management and alternate financing models

Maharashtra aims to follow a sustainable fiscal path in its 2047 journey. This will be enabled by 3 initiatives - rationalise expenditure and modernise revenue systems, ensure performance-linked budgeting and leverage alternative financing sources for State projects.

Maharashtra's achievements

Maharashtra is India's economic powerhouse, contributing to 15.6% of the national GDP with a projected GSDP of INR 45L Cr in FY24-25²⁰⁵ and is targeting to become a USD 5Tn economy by 2047. The state exhibits a promising starting point to achieve this aspiration with a diversified and resilient economy, backed by robust public finance systems and institutional maturity:

- **Stable fiscal fundamentals:** Maharashtra's fiscal deficit is <3% of GSDP comfortably within Fiscal Responsibility and Budget Management limits
- **Strong GST performance:** The state ranks first amongst all Indian states in terms of GST collections (INR 3L+ Cr in 2024)²⁰⁶. It also has one of the highest State's Own Tax Revenue (SOTR) in India
- **Lower debt burden:** Maharashtra has one of the lowest outstanding debt to GSDP ratio at 19%²⁰⁷ vs national average of 23%+
- **Active adoption of alternate financing:** India's first state-level InvIT approved, maiden green bond issuance of INR 200Cr by PCMC in 2023 for solarization/ water recycling, PPPs in infrastructure (e.g., Mumbai Trans Harbour Link, Nagpur Metro)

Key opportunity areas

- Unlock fiscal space:** Maharashtra had 56% of its revenue receipts²⁰⁸ (or 6% of GDP) committed to salaries, interest payments and pensions in FY24. Its subsidies outlay, already at INR 48K Cr FY23²⁰⁹, is also expected to grow. Opportunity to trim and redirect recurring spends toward developmental and capital investments (refer Exhibit 1)
- Raise investment productivity:** Maharashtra's public-investment Incremental Capital Output Ratio (ICOR) is estimated at 4.6²¹⁰ (vs developed nation's ICOR ranging between 2.5-3), sizeable cost and time overruns on major projects contribute to this. Opportunity to tighten project appraisal, digitize progress tracking and enforce outcome-based contracts, to lower ICOR and unlock faster growth with public investment
- Scale up alternative financing potential:** Only a small share of Maharashtra's infrastructure pipeline is currently financed through PPPs or blended models; opportunity to mobilize capital via alternate financing tools to address fiscal constraints and ensure innovation and efficiency in public projects

Vision and outcomes



Source
205: Economic Survey of Maharashtra 2024-2025
206: Maharashtra Budget Analysis 2023-24, PRS
207: Press Search, 2020
208: Annual Financial Statement, Maharashtra Budget Documents 2025-26, PRS
209: Maharashtra Budget Analysis 2025-26, PRS
210: State Wise Gini Coefficient of Total Consumption Expenditure in 2022-23, ICSI
211: Economic Survey of Maharashtra, 2024-25

To achieve the above, the State will track the following metrics:

Themes	Metric	MH Current	2029	2035	2047
Constant fiscal prudence	Fiscal deficit as percentage of GSDP (%) ²¹¹	2.8%	2.5%	2.5%	<2.5%
	SOTR to GSDP (%) ²⁰⁸	7.8%	10%	12%	15%
	Non-tax revenue (including user fee, license fee, land monetization) to GSDP (%)	0.7%	1%	2%	3-4%
	Capital expenditure as percentage of GDP (%) ²⁰⁸	2%	2%	3%	4%
	Revenue deficit as percentage of GSDP (%) ²⁰⁸	0.9%	0.7%	0.5%	Surplus
Self-sustained capital outlays	Proportion of Infra projects via alternate financing (%)	Not tracked	15%	25%	50%
Inclusivity	GINI Index ²¹⁰	30%	28%	25%	23%
	People with multi-dimensional poverty ²¹¹	7.8%	6.0%	0%	0%

Key initiatives

- 01** Create fiscal space with performance-linked expenditures and re-designed revenue models
- 02** Deepen access to alternative capital and drive asset monetization strategy
- 03** Build robust institutional framework for PPP and finance planning capability across stakeholders

Launch/ expand Maharashtra Green Bond Framework, aligned to ESG norms, with a 3-year issuance roadmap covering nine MoF priority sectors (e.g., clean energy, transport, urban etc.)

1. Create fiscal space with performance-linked expenditures and re-designed revenue models

Objective: Release fiscal headroom by eliminating low-impact outlays, embedding performance budgeting, and modernizing own-revenue and grant-mobilization systems to sustain high-quality capital expenditure

Key elements:

1.1 Identify inefficiencies and rationalize expenses:

- 1.1.1 Strengthen internal audits and institutionalize performance linked funding into budget cycles
- 1.1.2 Run targeted expense diagnostics in high outlay areas e.g. rationalize school infra by merging <50 student-enrolled government schools within a 5-5 km radius
- 1.1.3 Capture annual productivity gains through e-procurement, pooled energy purchases and tighter service TATs across departments

1.2 Increase revenue receipts with modernized systems:

- 1.2.1 Expand tax bases via IT (e.g. GIS-based property mapping, e-invoicing analytics) and policy reforms that curb exemptions, lifting own-tax buoyancy
- 1.2.2 Maximize external inflows by improving participation in CSS/CS schemes and NABARD lines of credit
- 1.2.3 Identify and unlock service-based fees to expand non-tax revenue e.g. parking fees, hoardings, access to Digital Public Infrastructure
- 1.2.4 Grow non-tax receipts by digitizing user-fee platforms for permits, court fees and other services, and introducing inflation-linked tariff indexation

2. Deepen access to alternative capital and drive asset monetization strategy

Objective: Expand access to alternative capital-sources through green finance, blended models, asset monetization and global investor engagement

Key elements:

2.1 Build a green finance architecture: Launch/ expand Maharashtra Green Bond Framework, aligned to ESG norms, with a 3-year issuance roadmap covering nine MoF priority sectors (e.g. clean energy, transport, urban etc.)

2.2 Secure technical assistance and concessional co-financing from Multilateral Development Banks (MDBs) (World Bank, ADB, AIIB etc.)

2.3 Implement an asset monetization policy: Adopt a State Asset Monetization Policy, integrate land-value-capture instruments and set receipt targets

2.3.1 Build a digital asset inventory that prioritizes assets (e.g., industrial plots (MIDC), transport assets (MSRDC), urban land parcels) based on clear titles and revenue potential for early-stage transactions

2.3.2 Develop model RFPs, PPP toolkits, and policy guidelines to reduce transaction risk and streamline private sector participation

2.4 Identify evolving alternate financing instruments in the market and

deploy them as per sectoral and strategic fit of financing requirements (refer Exhibit 1)

3. Build robust institutional framework for PPP and finance planning capability across stakeholders

EXHIBIT 1: Alternate financing instruments

Financing Tool	Strategic Fit
Blended Finance	Climate, social infrastructure
Green Bonds	Clean energy, EV infra, solarization
InvTs & TIF	Mature assets (roads, industrial parks)
PPP/BOT	Urban transport, logistics, irrigation
Asset Monetization	Surplus government land and buildings
Social Impact Bonds	Skill development, early education

Objective: Equip all departments with the skills, structures and investor interfaces needed to originate, structure and fund PPPs to enable conversion of project pipeline into bankable deals and attract large-scale private capital.

Key elements:

- 3.1 **Build capacity across Government departments:** Develop officials' capacity in innovative financing; maintain a centralized digital repository of global and Indian best practices
- 3.2 **Establish a dedicated PPP & blended-finance unit:**
 - 3.2.1 Create a dedicated PPP and blended finance unit within the Finance Department embedding transaction advisors and linking to a multi-sector project pipeline
 - 3.2.2 Create sector cells (transport, urban, health, etc.) that work with the central unit and external advisers to fast-track feasibility, structuring and bid processes
 - 3.2.3 Notify department wise sub-sector PPP policy and publish a rolling pipeline of projects
 - 3.2.4 Launch an NIIF¹⁷-style Maharashtra Infrastructure & Investment Fund under professional management to pool private investments at scale, combine with state capital for high priority sectors
- 3.3 **Activate continuous global capital engagement:** Run sector specific roadshows, partner with recognized ESG-rating agencies and publish investment-grade project documentation to attract climate, pension and sovereign funds

Roadmap

To execute the Viksit Maharashtra 2047 vision, each Department will create resource planning and financing strategies considering the following guiding principles. The relative focus between these principles will depend on the nature of projects (e.g. infrastructure development, welfare, revenue generation)

- A. Create additional fiscal space via
 - A.1 Realigning existing outlays and schemes
 - A.2 Increased revenue receipts via service monetization avenues
 - A.3 Reorganization of departments
 - B. Acquire additional budget provisions linked to performance
- Explore potential alternate capital pathways for at least 50% projects for each Department.

Run sector specific roadshows, partner with recognized ESG-rating agencies and publish investment-grade project documentation to attract climate, pension and sovereign funds

Source:
212 NIIF: National Investment and Infrastructure Fund

Implementation setup

Maharashtra's Vision 2047, as reflected across the themes and initiatives outlined in the previous chapters, is built on the foundation of driving sustainable, inclusive and regionally balanced economic growth, enabled by good governance. The state has identified 100 initiatives with 150+ metrics and 500+ milestones that are to be executed in 3 phases: near term (till 2029), mid-term (2030-2035) and long-term (2036-2047). This Vision will serve as the guiding document for all future policies and endeavors of the State.

Governance construct

To ensure effective governance of this vision, a Viksit Maharashtra Vision Management Unit (VMU) will be constituted under the leadership of Hon'ble Chief Minister. A Steering Committee will be constituted within the VMU, led by the Chief Secretary with members from Chief Minister's Office and Department of Finance.

Role of the VMU

- The VMU will have the overall responsibility of ensuring that all proposals, investments, policies and projects being introduced or undertaken by various departments are aligned with the objectives outlined in the Vision
- The Hon'ble Chief Minister and Deputy Chief Ministers can conduct a quarterly review of progress and performance metrics with the VMU. All theme-wise metrics and project progress indicators should be consolidated on the Chief Minister's Dashboard to enable real-time tracking and agile decision-making
- The Steering Committee will also convene representatives from relevant departments monthly to facilitate effective coordination of efforts, drive alignment and ensure timely debottlenecking

Immediate next steps for the departments:

- Build detailed workplans for each initiative, addressing economic, financial, environmental and social impact
- Ensure data tracking as needed for measuring progress across metrics outlined in the Vision
- Create resource planning and financing strategy by realigning current outlays and schemes, increasing revenue through service monetization, streamlining and reorganizing departments for optimal resource utilization, and identifying alternative capital pathways for at least 50% of major projects

By constituting this governance framework, Maharashtra will be positioned to steer a timely and efficient implementation process, realizing its vision of becoming a developed and globally competitive state by 2047.

Appendix

Notes and sources for the Overview section

Notes:

- Projected nominal growth rate for Maharashtra: 12% accounts for the long-term effect of currency depreciation at 2% per year. This is based on USA long-term-inflation forecast of 2% (source: USA's Long-Term Budget Outlook 2025-2055) and India long-term inflation aspiration of 4% (source: RBI)
- Jobs required per year: Assuming working age 15-59 years with 64% population in age group, LFPR at 80%, unemployment at 3.6% for 2047

Sources:

- Urbanization rate, Merchandise exports, Life expectancy, Green cover, Municipal solid waste treated, People with multi-dimensional poverty: Economic Survey of Maharashtra, FY25. Note: Exchange rate for FY24: USD 1 = INR 82.79 (Source: RBI)
- LFPR, Female LFPR: Periodic Labor Force Survey, FY23
- Clean energy mix: NITI Aayog, India Climate and Energy Dashboard, FY25
- Wastewater reuse: Center for Water and Sanitation, 2020
- SDG Rank: Press Information Bureau, FY24
- Fiscal deficit: Annual Financial Statement, Maharashtra Budget Documents FY26
- GINI coefficient: State Wise Gini Coefficient of Total Consumption Expenditure, FY23; MoSPI, PIB
- Industrial GDP of emerging districts: Maharashtra State Data Bank, Economic Survey of Maharashtra, FY25
- Crime conviction rate: Crime Investigation Department, Crime in Maharashtra 2022
- Criminal cases pending for > 1 year: National Judicial Data Grid, 2025

Abbreviations

1. ADB – Asian Development Bank
2. ADR – Alternative Dispute Resolution
3. AI – Artificial Intelligence
4. AIB – Asian Infrastructure Investment Bank
5. ANPR – Automatic Number Plate Recognition
6. API – Application Programming Interface
7. ATF – Aviation Turbine Fuel
8. A/VGC – Animation, Visual Effects, Gaming, and Comics
9. AYUSH – Ayurveda, Yoga & Naturopathy, Unani, Siddha, and Homoeopathy
10. B.Ed. – Bachelor of Education
11. BKC – Bandra Kurla Complex
12. BNSS – Bharatiya Nyaya Sanhita Samhita
13. CCTNS – Crime and Criminal Tracking Network and Systems
14. CEOC – City Emergency Operation Centre
15. CHAKRA – Centre for Health and Knowledge Research in Ayurveda
16. CMTW – Centralized Market Intelligence Wing
17. CRC – Composite Rehabilitation Center
18. CoE – Center of Excellence
19. CropsAP – Crop Survey and Analysis Program
20. DCCB – District Central Cooperative Bank
21. DDMA – District Disaster Management Authority
22. DDRC – District Disability Rehabilitation Centre
23. DDRF – District Disaster Response Force
24. DEOC – District Emergency Operation Centre
25. DGFT – Directorate General of Foreign Trade
26. e-NWR – Electronic Negotiable Warehouse Receipt
27. e-Pos – Electronic Point of Sale
28. FIR – First Information Report
29. FPO – Farmer Producer Organization
30. FPS – Fair Price Shop
31. FSL – Forensic Science Laboratory
32. FTO – Flight Training Organization
33. FTSC – Fast Track Special Court
34. GER – Gross Enrollment Ratio
35. GIS – Geographic Information System
36. HRA – Hazard, Risk, and Vulnerability Analysis
37. ICJS – Interoperable Criminal Justice System
38. ICT – Information and Communication Technology
39. IEC – Import Export Code
40. IFSC – International Financial Services Centre
41. IMD – India Meteorological Department
42. INCOIS – Indian National Centre for Ocean Information Services
43. InVITS – Infrastructure Investment Trusts
44. JICA – Japan International Cooperation Agency
45. LDC – Livestock Development Center
46. MAVIM – Mahila Arthik Vikas Mahamandal
47. MJFAY – Mahatma Jyotiba Phule Jan Arogya Vojana
48. ML – Machine Learning
49. MRDP – Maharashtra Resilient Development Program
50. MRO – Maintenance, Repair, and Overhaul
51. MSC – Maharashtra State Cooperative Bank
52. MSME – Micro, Small, and Medium Enterprises
53. MSRTC – Maharashtra State Road Transport Corporation
54. MahaDBT – Maharashtra Direct Benefit Transfer
55. MahaVedh – Maharashtra Agricultural Weather Information Network
56. NAAC – National Assessment and Accreditation Council
57. NABARD – National Bank for Agriculture and Rural Development
58. NABH – National Accreditation Board for Hospitals & Healthcare Providers
59. NABL – National Accreditation Board for Testing and Calibration Laboratories
60. NATGRID – National Intelligence Grid
61. NCD – Non-Communicable Disease
62. NDB – New Development Bank
63. PACS – Primary Agriculture Credit Society
64. PHC – Primary Health Centre
65. PM-JAY – Pradhan Mantri Jan Arogya Vojana
66. PPP – Public-Private Partnership
67. PwD – Persons with Disabilities
68. SDG – Sustainable Development Goals
69. SDMA – State Disaster Management Authority
70. SDRF – State Disaster Response Force
71. SEOC – State Emergency Operation Centre
72. SEPC – Services Export Promotion Council
73. SEZ – Special Economic Zone
74. SHG – Self-Help Group
75. SIDM – State Institute of Disaster Management
76. TMC – Thousand Million Cubic Feet
77. UPI – Unified Payments Interface
78. VAT – Value Added Tax
79. VR – Virtual Reality
80. XR – Extended Reality

A white map of Maharashtra is centered on a light orange background with a white grid. The state emblem of Maharashtra is placed in the center of the map. The text 'VIKSIT MAHARASHTRA 2047' is overlaid on the map.

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