



# "Viksit Bharat 2047 and Beyond: Key Performance Indicators for Sustainable and Inclusive Development"

By

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## Abstract

India's national vision, Viksit Bharat 2047 (Developed India 2047), offers a historic chance to create the country an inclusive, resilient, wealthy, and globally competitive nation as it approaches the centennial of its independence in 2047. More than just goals are needed to realize this ambitious vision; a strategic framework backed by clear, quantifiable, and forward-looking indicators that direct and evaluate developmental progress is also required. This study suggests a thorough framework of Key Performance Indicators (KPIs) that are in line with international norms like the Sustainable Development Goals (SDGs) of the UN and customized to India's heterogeneous socioeconomic environment. Economic prosperity, social fairness, education and skill development, health and well-being, environmental sustainability, infrastructure and urban development, digital governance, and global leadership are the eight key pillars that these KPIs cover.

The study used a mixed-methods approach to identify and suggest short-, medium-, and long-term KPIs, utilizing national datasets, policy analysis, expert consultations, and worldwide benchmarking. Data-driven decision-making, participatory governance, regional adaptation, and dynamic monitoring systems are all emphasized in the framework. The research effort seeks to operationalize India's developmental goal into concrete measures through this integrated KPI structure, which can promote accountability, ease policy review, and encourage coordinated action at all governmental and social levels. In order to make Viksit Bharat 2047 a quantifiable, attainable, and inclusive reality, the study ends with practical suggestions for institutional adoption, intergovernmental collaboration, and stakeholder engagement tools.

## Keywords

Viksit Bharat 2047, Key Performance Indicators, Sustainable Development, India Vision 2047, Economic Growth, SDGs,

## 1. Introduction

India, the world's largest democracy and one of the fastest-growing economies, stands on the threshold of a historic milestone—its 100th year of independence in 2047. The Government of India has envisioned this centenary year as a moment of national transformation, encapsulated in the ambitious initiative *Viksit Bharat 2047*. This vision seeks to position India not only as a developed economy but also as a global leader in innovation, social equity, sustainability, and governance. It imagines a nation where every citizen has equitable access to resources, opportunities, and a dignified standard of living.

However, the transition from a developing to a developed nation requires more than visionary declarations. It calls for a **structured, measurable, and evidence-based developmental strategy** that ensures accountability, enables data-driven decision-making, and fosters cross-sectoral coherence. The sheer diversity and scale of India's socio-economic landscape—ranging from rural poverty to urban growth, environmental challenges to technological advancements—demand that progress be tracked through precise and adaptable metrics. This is where **Key Performance Indicators (KPIs)** play a central role.

Key Performance Indicators are not merely statistical tools; they are instruments of governance and strategic foresight. By defining what success looks like and how it will be measured, KPIs provide clarity to policymakers, direction to implementers, and transparency to citizens. KPIs bridge the gap between vision and execution, transforming abstract goals into tangible outcomes.

This research paper seeks to fill that gap by developing a holistic KPI architecture aligned with India's strategic goals for 2047. It identifies eight core development pillars crucial to India's transformation and outlines specific, time-bound KPIs under each.

The objectives of this paper are fourfold:

1. To conceptualize a KPI framework that reflects the aspirations of *Viksit Bharat 2047*;
2. To align this framework with international best practices and development benchmarks like the UN Sustainable Development Goals (SDGs);
3. To ensure that the proposed KPIs are actionable at national, state, and local levels; and
4. To provide policy recommendations for institutionalizing and implementing this framework across sectors.

By defining, standardizing, and embedding KPIs into the national development process, India can ensure that the journey toward *Viksit Bharat 2047* is not only visionary but verifiable—driven by data, grounded in equity, and focused on inclusive progress.

## 2. Literature Review

A robust literature review provides the conceptual and empirical grounding necessary to define an effective framework for Key Performance Indicators (KPIs) within the vision of *Viksit Bharat 2047*. This section synthesizes findings from national vision documents, global development frameworks, and empirical research on performance measurement in public policy. It also highlights gaps that this study aims to address.

### 2.1 Concept and Evolution of Key Performance Indicators

Key Performance Indicators (KPIs) are measurable values that demonstrate how effectively an organization or government is achieving key objectives. In the public sector, KPIs have evolved as critical instruments for **strategic planning, program evaluation, resource allocation, and accountability** (Kaplan & Norton, 1996; OECD, 2020). They help transform broad policy goals into measurable outcomes and are widely used in governance, education, healthcare, and urban planning.

Research by Behn (2003) emphasized the **eight purposes of performance measurement** in public management, including evaluation, control, budgeting, motivation, promotion, celebration, learning, and improvement. Countries that integrate performance indicators into their policy cycles tend to improve their service delivery and governance transparency.

### 2.2 National Policy and Vision Documents in India

India has laid the groundwork for performance-based planning through several flagship policy frameworks:

- **Strategy for New India @75 (NITI Aayog, 2018):** This document presented a roadmap for 2022, identifying measurable targets in 41 areas. While it advanced the use of performance metrics, it was limited in its long-term outlook.
- **Sustainable Development Goals (SDG) Index (NITI Aayog, 2019–2023):** India's SDG Index ranks states based on progress toward the UN's 17 goals. It represents a successful adaptation of global KPIs to the national and sub-national level and is used by several states to guide planning.
- **Performance Monitoring and Evaluation System (PMES):** Under the Cabinet Secretariat, the Results-Framework Document (RFD) approach was launched to evaluate ministries' yearly performance.
- **Digital India, Swachh Bharat, Atmanirbhar Bharat, and Smart Cities Mission:** All of these missions use KPIs to monitor progress but often work in silos. There is a lack of an integrated dashboard that aligns with a single national vision like Viksit Bharat 2047.

### 2.3 International Best Practices in KPI-Based Planning

Several countries have institutionalized KPIs into national development strategies with remarkable success:

- **Singapore's Vision 2030:** Singapore integrates KPIs across domains like education, innovation, and sustainability, using data analytics and citizen feedback systems. It has set global benchmarks in areas such as clean governance and digital readiness.
- **UAE Vision 2021 and Centennial 2071:** These long-term visions use "National KPIs" to measure strategic performance and align institutional priorities. Their public dashboards ensure transparency and citizen engagement.
- **South Korea's National Balanced Development Plan:** South Korea links KPIs to budget allocations and uses performance contracts with regional governments.
- **New Zealand and Canada:** These countries use performance-based budgeting and scorecards in sectors like health and education, which India can emulate in a decentralized system.

These case studies highlight that **KPI integration into national development strategy enhances planning efficiency, fosters cross-ministerial collaboration, and improves citizen trust.**

### 2.4 Academic Perspectives on KPI Effectiveness

Academic studies reinforce the importance of **SMART (Specific, Measurable, Achievable, Relevant, Time-bound)** indicators in national development. According to Hatry (2006), performance indicators must reflect outcomes, not just outputs, to influence real-world change.

However, challenges abound. Hood (1991) cautioned that excessive focus on measurable indicators can lead to "performance paradoxes"—where metrics become goals themselves rather than tools for achieving broader objectives. Hence, a balanced approach is needed to avoid over-reliance on numbers while maintaining strategic focus.

### 2.5 Gaps Identified in Literature

While there is growing recognition of the importance of performance indicators in public administration and development planning, the literature reveals a **critical gap in India's context**—a need for:

- A **unified, national KPI framework** tied to a long-term vision like Viksit Bharat 2047.
- KPIs that are **customizable to regional contexts** while maintaining national coherence.
- A system that integrates **real-time data, advanced analytics, and citizen-centric governance.**



This study aims to address these gaps by developing a comprehensive KPI framework that supports India's journey toward a developed nation by 2047.

### 3. Research Methodology

A robust methodology is essential for identifying and validating Key Performance Indicators (KPIs) that align with India's developmental vision for 2047. This study employs a **mixed-methods approach**, combining qualitative insights, quantitative analysis, and policy benchmarking to ensure a multi-dimensional and realistic KPI framework.

#### 3.1 Qualitative Analysis

- **Document Analysis:** Key national and international policy documents, including *Strategy for New India @75*, *SDG India Index*, and *Digital India Mission* were systematically reviewed.
- **Expert Interviews:** Structured interviews were conducted with policymakers, economists, development practitioners, and academicians to gain insights into domain-specific indicators and implementation feasibility.
- **Delphi Method:** A panel of experts from various sectors (health, education, economy, governance, etc.) participated in multiple rounds of consultation to achieve consensus on critical indicators.

#### 3.2 Quantitative Analysis

- **Secondary Data:** Existing datasets from organizations such as the World Bank, IMF, NITI Aayog, and UNDP were used to benchmark India's current status and estimate feasible targets for 2025, 2035, and 2047.
- **Comparative Metrics:** India's performance was compared with peer countries (like China, Brazil, Indonesia) and global best performers (Singapore, South Korea, UAE) to identify target thresholds.

#### 3.3 KPI Framework Development

The KPI framework was developed in three stages:

1. **Identification of Development Pillars:** Based on national aspirations and global trends.
2. **Shortlisting of Indicators:** Using relevance, measurability, feasibility, and alignment with SDGs.
3. **Validation and Structuring:** Through multi-sectoral stakeholder engagement and feedback loops.

### 4. Core Pillars of Viksit Bharat 2047

India's development journey toward 2047 requires a holistic approach that addresses economic, social, environmental, and governance dimensions. Based on thematic analysis of government vision documents and stakeholder consultations, the following **eight core pillars** were identified:

#### 4.1 Economic Prosperity

Achieving high, sustainable, and inclusive growth with a focus on innovation, productivity, and value creation. This includes goals like doubling per capita income, expanding the formal economy, and global competitiveness.

4.2 Social Equity and Inclusion

Ensuring no citizen is left behind. This pillar emphasizes the upliftment of marginalized communities, gender equity, rural empowerment, and reduction in income disparities.

4.3 Education and Skill Development

Universal access to high-quality education and market-relevant skills. This includes integrating technology, promoting research, and enhancing the global competitiveness of Indian universities.

4.4 Health and Wellbeing

A healthy population is central to a developed nation. This pillar focuses on expanding healthcare access, improving outcomes, and creating a strong public health infrastructure.

5. Proposed KPIs for Each Development Pillar

Below is a **refined list of KPIs** with short-, medium-, and long-term targets (2025, 2035, 2047) under each pillar:

5.1 Economic Prosperity

Indicator	2025	2035	2047
GDP Growth Rate (%)	7.5	8.5	9.0
Per Capita Income (USD)	\$3,000	\$6,500	\$12,000
Share of Formal Employment (%)	50%	70%	90%
Gross Capital Formation (% of GDP)	34%	38%	40%
Ease of Doing Business Rank	Top 50	Top 30	Top 10

5.2 Social Equity and Inclusion

Indicator	2025	2035	2047
Poverty Rate (%)	<15%	<5%	0%
Gini Coefficient	<0.37	<0.33	<0.30
Gender Parity Index (School Enrollment)	0.95	0.98	1.00
SC/ST Higher Education Enrollment (%)	80%	90%	100%
Access to Social Security (%)	70%	90%	100%

5.3 Education and Skill Development

Indicator	2025	2035	2047
Literacy Rate (%)	90%	98%	100%

Indicator	2025	2035	2047
Gross Enrollment Ratio (Higher Education)	35%	50%	70%
Employability Index Score	60	75	90
Vocational Training Coverage (%)	40%	70%	100%
Top-200 Global Universities from India	5	10	20

5.4 Health and Wellbeing

Indicator	2025	2035	2047
Life Expectancy (years)	71	75	80
Infant Mortality Rate (per 1,000)	<20	<10	<5
Health Insurance Coverage (%)	60%	85%	100%
Doctor-to-Population Ratio	1:1200	1:900	1:500
Health Expenditure (% of GDP)	3%	4.5%	6%

5.5 Sustainable Environment

Indicator	2025	2035	2047
Forest Cover (% of Total Area)	25%	28%	33%
Renewable Energy Share (%)	35%	55%	80%
Carbon Neutrality Commitment	Pledged	In Progress	Achieved
Urban Air Quality Index	<100	<75	<50
Water Recycling Rate (%)	25%	50%	90%

5.6 Infrastructure and Urbanization

Indicator	2025	2035	2047
Rural Road Connectivity (%)	90%	98%	100%
Metro Rail Coverage (km)	2,000	5,000	10,000
Smart Cities Implemented	100	250	500
Urban Housing Shortage (%)	<15%	<5%	0%
National Logistics Performance Index Rank	Top 30	Top 15	Top 5

5.7 Digital Transformation and Governance

Indicator	2025	2035	2047
Internet Penetration (%)	80%	95%	100%
Digital Literacy Rate (%)	70%	85%	100%
e-Governance Satisfaction Index	65	85	100
AI Usage in Government Services (%)	10%	50%	90%
Public Grievance Redressal Rate (%)	60%	85%	100%

5.8 Global Leadership and Strategic Positioning

Indicator	2025	2035	2047
Global Innovation Index Rank	Top 30	Top 15	Top 5
UN Peacekeeping Rank	Top 10	Top 5	Top 3
Green Technology Export Share (%)	5%	10%	20%
Strategic Bilateral Agreements	50	100	150
Indian Diplomatic Missions	150	180	200+

6. Implementation Strategy

Translating the KPI framework for *Viksit Bharat 2047* from policy vision into ground-level impact requires a **multi-tiered, participatory, and tech-enabled implementation strategy**. Given India's size, diversity, and complex federal structure, the strategy must be inclusive, scalable, adaptive, and dynamic. This section outlines key steps, institutional mechanisms, and technologies required to operationalize the KPIs effectively.

6.1 Multi-Level Governance Approach

6.1.1 National Level

At the national level, **NITI Aayog**, in collaboration with the Ministry of Statistics and Programme Implementation (MoSPI), should serve as the apex coordinating body. This includes:

- Designing the national dashboard of KPIs
- Coordinating with line ministries to set sectoral targets
- Annual progress reviews and publishing public performance reports
- Aligning KPIs with international benchmarks (e.g., SDGs, Paris Agreement)

6.1.2 State Level

Each state must localize the national KPIs through **State Vision 2047 Documents**. State Planning Boards or Development Authorities should:

- Customize KPIs to reflect local priorities
- Collect district-level data and report to national systems

- Coordinate inter-departmental implementation strategies
- Incentivize high-performing districts or blocks

### 6.1.3 District and Local Level

Local governments (Panchayats, ULBs) should play a critical role in **decentralized planning and micro-tracking** of indicators. Training programs and resource support must be extended to local officials for:

- Monitoring real-time data
- Grievance redressal mechanisms
- Participatory tracking with community-based scorecards

## 6.2 Technology and Digital Infrastructure

A **robust digital backbone** is essential to track KPIs efficiently and transparently. The following digital enablers are proposed:

### 6.2.1 Viksit Bharat KPI Dashboard

- A central, publicly accessible digital platform
- State-wise, district-wise KPI tracking
- Real-time updates using API integrations from ministries and departments
- Multi-language support for public awareness

## 6.3 Capacity Building and Institutional Strengthening

### 6.3.1 Training & Skilling

- Develop curriculum on KPI management, data analytics, and governance for public officials at central, state, and local levels
- Tie-up with institutions like LBSNAA, IIPA, and state academies of administration

### 6.3.2 Performance Management Cells

- Establish dedicated Performance Monitoring Units (PMUs) within ministries and departments to coordinate data reporting and corrective actions

## 6.4 Financing and Resource Allocation

To ensure proper implementation, the **Union Budget and State Budgets** should be linked with KPI performance:

- **Performance-Based Budgeting:** Ministries receive enhanced funding based on prior performance against KPIs
- **Incentive Grants:** Special performance-linked grants for states and districts that meet annual KPI targets
- **CSR and PPP Models:** Encourage Corporate Social Responsibility (CSR) funds and Public-Private Partnerships (PPPs) for social KPIs like education, skill development, and sanitation



## 7. Challenges in Implementing KPI Framework for Viksit Bharat 2047

Despite the potential of a KPI-driven development model, several **structural, operational, and contextual challenges** can hinder its successful implementation. Recognizing these challenges is crucial to designing effective mitigation strategies.

### 7.1 Institutional and Governance Challenges

- **Fragmented Planning and Coordination:** Ministries and states often work in silos, leading to duplication or contradiction in indicators and development goals.
- **Weak Local Governance:** Many Panchayati Raj Institutions and Urban Local Bodies lack the autonomy, skills, and infrastructure to track or report KPIs effectively.
- **Resistance to Accountability:** Some government entities may resist performance-based evaluations due to fear of punitive actions or exposure of inefficiencies.

### 7.2 Data and Technology Challenges

- **Data Quality and Availability:** A large proportion of districts lack real-time, disaggregated, and verified data—especially for rural and tribal populations.
- **Outdated IT Infrastructure:** Existing MIS systems in various ministries are not interoperable or standardized.
- **Digital Divide:** Rural-urban disparity in internet access and digital literacy can limit the implementation of tech-based KPI systems.

### 7.3 Human Resource and Capacity Challenges

- **Skill Deficiency:** Many officials, especially at the grassroots level, are not trained in data management, digital tools, or KPI interpretation.
- **High Attrition:** Frequent transfers and understaffing in public departments disrupt the continuity needed to implement performance frameworks.

### 7.4 Political and Policy Challenges

- **Frequent Policy Shifts:** Changing political priorities at the state or national level may derail long-term KPI tracking and consistency.
- **Lack of Legislative Backing:** Absence of a legal mandate for departments to adopt KPIs or report progress hampers enforcement.

## 8. Recommendations for Effective Implementation

To overcome the challenges identified, the following **recommendations** are proposed. These are categorized into institutional, technological, financial, and social strategies to ensure a **sustainable and inclusive KPI implementation model**.

### 8.1 Institutional Recommendations

#### a. National KPI Mission

- Establish a dedicated *National Mission for KPI Implementation* under NITI Aayog to drive standardization, coordination, and monitoring across ministries and states.

## b. Legislative Backing

- Enact a **KPI Governance Act** mandating the use of performance metrics in budgeting, planning, and evaluations at all levels.

## 8.2 Technological Recommendations

### a. Unified Digital Dashboard

- Develop a real-time, multilingual, interactive *Viksit Bharat KPI Dashboard* with sectoral and regional drill-downs for transparency and engagement.

### b. Use of Advanced Analytics

- Leverage AI/ML for predictive analysis, anomaly detection, and risk management to inform policy interventions.

### c. Interoperability Standards

- Mandate open data protocols and interoperable systems across ministries and departments to ensure seamless data flow.

## 8.3 Financial and Resource Mobilization Recommendations

### a. Performance-Based Budgeting

- Link ministry and state allocations with achievement of KPI milestones and annual targets.

### b. KPI-linked Grants

- Create *KPI Challenge Funds* and *District Competitiveness Grants* to reward high-performing regions.

## 8.4 Human Resource and Capacity Building

### a. Training and Certification

- Launch national training programs in *KPI Management and Data Analytics* for civil servants at all levels.

### b. Technical Cadre Development

- Establish a dedicated cadre of *KPI Officers and Data Analysts* in every district, with incentives and job security.

### c. Partnership with Academic Institutions

- Involve IIMs, IITs, and public policy schools in developing KPI toolkits, conducting impact studies, and building capacity.

## 8.5 Social and Community Engagement

### a. Citizen Awareness Campaigns

- Use media, schools, and digital platforms to create awareness about national goals and the role of KPIs in governance.

### b. People's Scorecards

- Enable communities to rate service delivery (e.g., schools, health centers) using simple scorecards that feed into district-level KPIs.

### c. Civil Society Partnerships

- Work with NGOs and grassroots organizations to create feedback loops, ensure data integrity, and represent underserved populations.

## 8.6 Monitoring and Evaluation Enhancements

### a. Independent Oversight

- Form an *Independent National Performance Audit Body* to evaluate KPI authenticity and make recommendations to Parliament.

### b. Third-Party Validation

- Mandate periodic third-party validation of performance data through academic institutions and certified auditors.

### c. Dynamic KPI Revision

- Institutionalize a system for **biennial review** and revision of KPIs to reflect emerging national and global challenges (e.g., pandemics, AI disruption).

## 9. Conclusion

As India advances toward its centenary of independence in 2047, the vision of *Viksit Bharat* is more than a developmental aspiration—it is a collective national mission that must be guided by clarity of purpose, measurable progress, and inclusive governance. This paper has attempted to define a comprehensive and context-sensitive **Key Performance Indicator (KPI) framework** that translates this vision into quantifiable goals across economic, social, environmental, and technological domains.

The study underscores the importance of KPIs not merely as bureaucratic tools but as strategic instruments for accountability, transparency, and decision-making. By establishing KPIs under eight core pillars—including economic prosperity, social equity, health, education, infrastructure, environment, digital governance, and global leadership—India can create a blueprint that is both aspirational and actionable.

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