

**GFST**SHAPING THE NEXT ERA OF GOVERNANCE
GROWTH BY DESIGN & TRANSFORMATION BY DELIVERY

ONE PROSPEROUS BHARAT

NEXT ERA OF GOVERNANCE

GFST MONTHLY

VOLUME 1 SEPTEMBER 2026

IN THIS EDITION

GFST: From Growth Ambition to Governable Action

GFST's Next Era of Governance framework brings practitioner experience, evidence and sector expertise together to help governments convert defined growth ambitions into implementable priorities, measurable outcomes and accountable action.

Andhra Pradesh: From Post-Bifurcation Constraints to Sustained Double-Digit Growth

Andhra Pradesh's five consecutive years of double-digit growth during 2014-19 show how disciplined targets, sector prioritisation and continuous review can convert structural constraints into sustained economic momentum. The experience offers an important foundation for GFST's Growth Lab methodology.

From NITI's US\$30 Trillion Path to a US\$35 Trillion Bharat: The Growth Better Execution Can Unlock

The additional US\$5 trillion will require stronger productivity, investment conversion and execution across growing, emerging and future sectors. Sharper sectoral analysis can identify where the next wave of growth can be generated, accelerated and translated into durable economic gains.

From Residual Poverty to Zero: Reaching Bharat's Last Mile Faster

The final mile of poverty reduction cannot be won through averages alone. It requires data-driven action across the MPI dimensions, differentiated State strategies, sharper identification of vulnerable populations and accountable delivery to reach those still left behind.

PREFACE

GFST is an apolitical, not-for-profit Section 8 knowledge institution established in March 2020. Practitioner-led by design, it brings together public administration experience, domain expertise, institutions and emerging technologies to address complex challenges of growth, development and governance.

Through its 45-Day Growth Lab, GFST works with governments around defined growth and development targets. It combines evidence, stakeholder participation, sector expertise and AI/ML to translate ambition into implementable priorities, measurable outcomes and accountable action. GFST's engagements with governments are pro bono and designed to strengthen institutional capacity.

Anchored in the Uberization of Knowledge and Entrepreneurship Development, this edition examines how practitioner-led governance can support sustained State growth, unlock Bharat's path from a US\$30 trillion trajectory towards a US\$35 trillion economy, and accelerate the last mile of poverty reduction. Looking ahead, GFST will develop strategic perspectives for 2034 and 2047.

We welcome perspectives and contributions that can strengthen this continuing policy dialogue.

**EVIDENCE****SECTORS****DELIVERY****INCLUSION**

Global Forum for Sustainable Transformation (GFST) : Next Era of Governance
A Practitioner-Led Toolkit for Growth and Governance

GFST WHO WE ARE

FROM EVIDENCE TO IMPACT: GFST'S BLUEPRINT FOR INDIA'S NEXT ERA OF GOVERNANCE

GFST Shaping the NEXT ERA OF GOVERNANCE

GFST is a think tank and an action-oriented institution that evolved from its early work on COVID-19 and MSME challenges into a broader platform for growth and governance transformation. It brings together economics, public administration, sector expertise and emerging technologies, including AI/ML, to

convert evidence into implementable strategies. Through sector labs, workshops and its Next Era of Governance toolkit, GFST helps translate economic ambition into measurable action and institutional capability.

GFST AT A GLANCE



STATE ECONOMY

Growth. Investment.
Jobs. Fiscal space.



POVERTY & INCLUSION

Households.
Opportunity.
Spatial inclusion.



SECTORS & VALUE CHAINS

Productivity.
Competitiveness.
Markets.



DELIVERY & REVIEW

Institutions.
Implementation.
Feedback.

NEXT ERA OF GOVERNANCE TO ACHIEVE TARGETED GROWTH

GFST's Integrated Growth Monitoring Framework connects four dimensions that are often addressed separately—State Economy, Sectors & Value Chains, Poverty & Inclusion, and Delivery & Review. By creating a common evidence base, the framework

helps identify growth opportunities and constraints, assess who benefits from growth, prioritise sectors and interventions, and continuously monitor implementation and outcomes across government

FROM EVIDENCE TO GOVERNABLE ACTION



CONVENE

Bring stakeholders and perspectives together.



ALIGN

Build a shared, data-driven agenda.



ENABLE

Connect priorities to institutional capability.



CO-INVEST

Pool resources for impact.



ACT & ADAPT

Implement, review, learn and adapt.



SCALE & SUSTAIN

Embed, scale and sustain.

The 45-Day Sectoral Growth Lab applies GFST's Next Era of Governance toolkit through a repeatable evidence-to-action methodology. Supported by diagnostics, data and technology, it links analysis with institutional routines so that priorities are implemented, reviewed, corrected and strengthened over time.

THE SAME OPERATING LOGIC IN ANDHRA PRADESH

Andhra Pradesh's experience demonstrates how ambitious economic goals can be translated into priorities, plans, institutions and review mechanisms that connect growth objectives with execution. In practice, sector priorities set direction, annual and quarterly plans guided action, the Vision

Management Unit provided an institutional anchor, Government Order 89 facilitated engagement with specialised experts, and sector missions, district-level mechanisms, and recurring reviews helped keep execution on track.

"Evidence creates direction. Institutions create continuity. Review turns both into progress."

ANDHRA PRADESH | THE STARTING POINT

ANDHRA PRADESH: FROM POST-BIFURCATION RESET TO A GOVERNABLE GROWTH AMBITION

The growth strategy and proof of concept were developed by members of the present GFST leadership while serving with the Government of Andhra Pradesh during 2014-19.

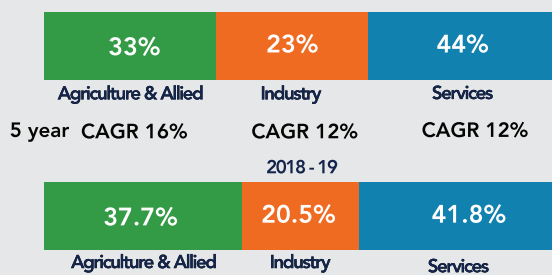
Following bifurcation in June 2014, Andhra Pradesh faced fiscal pressure, no established administrative and commercial capital, and the need to rebuild institutional capacity while sustaining development. With the administrative leadership and growth-management approach of practitioners who today

form GFST's leadership, the State converted these constraints into a disciplined model of economic governance. Sector prioritisation, target setting and continuous review helped Andhra Pradesh sustain five consecutive years of reported double-digit growth from 2014-19.

Andhra Pradesh and Telangana: Structural Comparison of Primary, Secondary and Tertiary Sectors

ANDHRA PRADESH - NO STATE CAPITAL

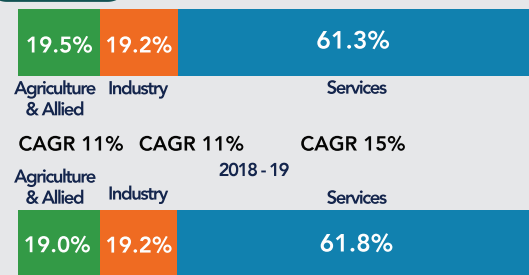
GSDP Shares



Without a State capital, Andhra Pradesh remained agriculture-led; agriculture's share increased from 33% to 37.7% GSDP share and recording a 16% CAGR. Telangana remained services-led, with

TELANGANA - CAPITAL DOMINANT GSDP

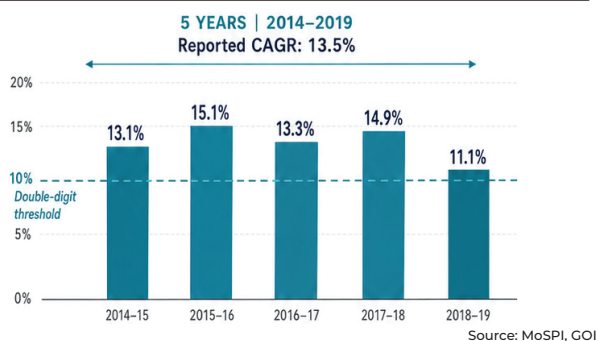
GSDP Shares



Source: MoSPI, GOI

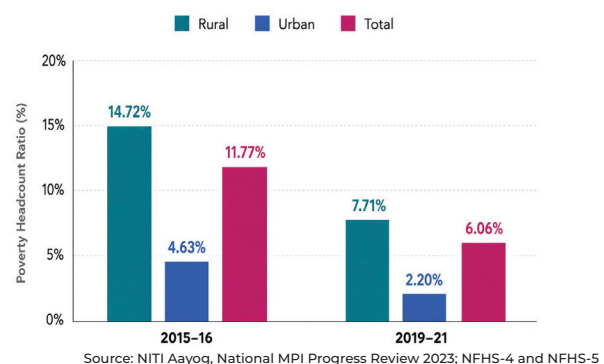
services contributing around 62% GSDP share and recording a 15% CAGR. The contrast shows that Andhra Pradesh's growth emerged from a distinctly different sectoral base.

FIVE CONSECUTIVE YEARS OF DOUBLE-DIGIT GROWTH



Andhra Pradesh's double-digit growth was not a one-year surge. Reported annual growth remained above 11% across five consecutive years from 2014-19, with a reported CAGR of 13.5%. Over an adjacent measurement period, poverty declined across rural, urban and overall measures. Read together, the two outcome charts raise the more important question behind the numbers: can growth be called successful only when the economy

ANDHRA PRADESH'S POVERTY DECLINE



expands, or when that expansion is accompanied by broader improvements in people's lives? The figures show parallel progress; they do not by themselves establish a single causal explanation. Andhra Pradesh's experience nevertheless shows that sustained growth, institutional discipline and improved development outcomes can be pursued as parts of the same governance architecture.

ANDHRA PRADESH | OPERATING SYSTEM

ANDHRA PRADESH GROWTH OPERATING SYSTEM: A 2014-2019 CASE STUDY

GFST Leadership's Andhra Pradesh experience demonstrates how sector priorities can be translated into plans, district execution and continuous review.

The State's approach can be read as a six-stage growth-management cycle: analyse sector performance; prioritise growth engines; align budgets and reforms; convert priorities into action plans and guidelines; monitor progress through dynamic reviews and dashboards; and push the

same discipline down to district-level domestic product. GO 89, professional support, the VMU, annual and quarterly planning, and inter-district review supplied the institutional architecture around this cycle.

SIX-STAGE GROWTH OPERATING SYSTEM



SECTOR ANALYSIS

Identify sector performance, constraints and high-potential growth engines.



PRIORITISATION

Focus attention on sectors such as livestock, aquaculture, manufacturing and other important service sectors.



BUDGETS & REFORMS

Connect budgets, reforms and institutional responsibilities with selected priorities.



ACTION PLANS

Prepare action plans, guidelines and supporting policies.



DYNAMIC REVIEWS

Use dynamic monitoring and review to identify gaps and trigger corrective action.



DISTRICT EXECUTION

Analyse district domestic product and support decentralised growth acceleration.

DOUBLE-DIGIT GROWTH AS A MANAGEMENT DISCIPLINE

The six stages form a feedback loop rather than a one-time planning exercise. Evidence identifies constraints, priorities focus administrative attention, plans organise action, and review generates the next round of diagnosis and correction.

INTEGRATED GOVERNANCE ARCHITECTURE

Facilitate GO89 Enabled departments to hire professional support.	Professional Support/ 100 Cr Budget	Vision Management Unit Coordination, implementation support and performance management.	Vision Long-term development priorities, sectoral direction.	Annual Action Plans & Targets Measurable departmental targets.	District & Mandal Development Plans Localise priorities and strengthen bottom-up planning.	Quarterly, District & Sector Reviews Recurring district and mandal domestic-product review.	Corrective Action
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The architecture joined professional capability, vision, annual targets, local development plans and recurring review. Its importance lies in turning growth from a headline objective into a structured administrative routine.

GFST PROOF OF CONCEPT

Sectoral growth labs work when evidence is converted into priorities, priorities into accountable actions, and actions into a continuous review loop. The Andhra Pradesh experience shows the institutional logic - not merely the outcome - that can be adapted to future growth missions.



The transferable asset is not a single growth number; it is the discipline that makes sector and district performance reviewable, actionable and repeatable.

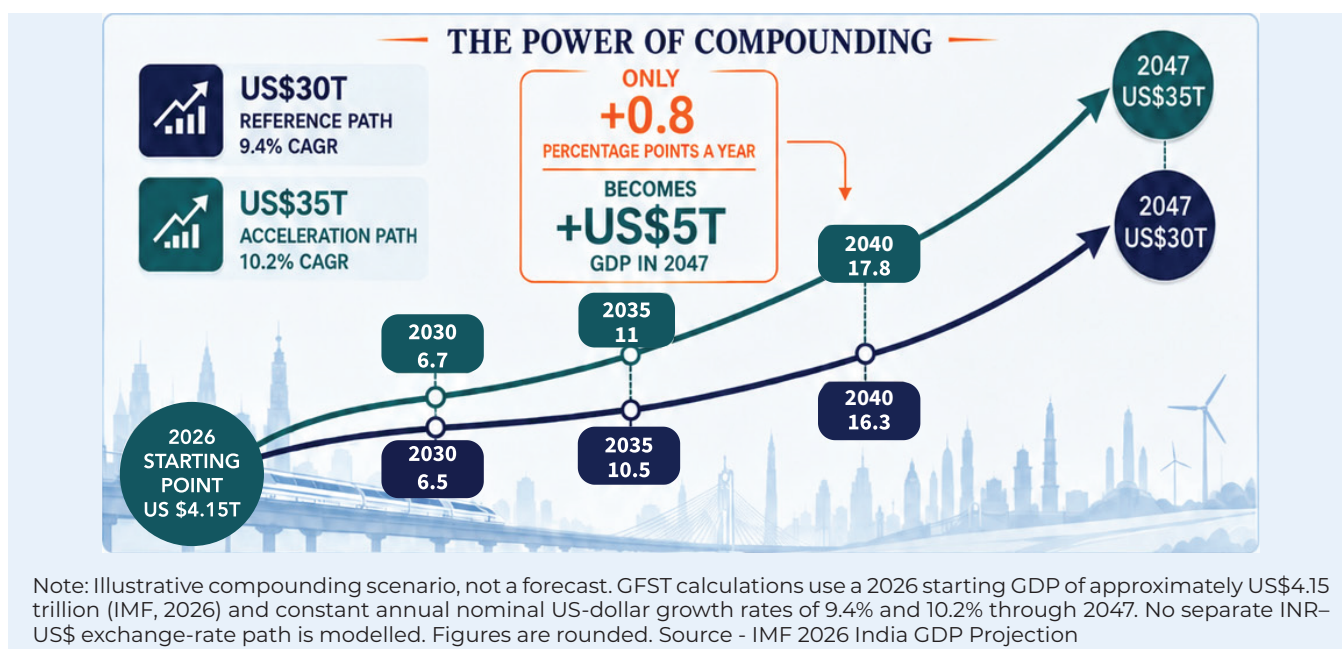
THE ECONOMIC AMBITION

FROM US\$30 TRILLION TO US\$35 TRILLION BHARAT: A STRATEGIC GROWTH AMBITION

A 0.8-percentage-point annual growth premium could create a US\$5 trillion difference by 2047.

Bharat's 2047 ambition is often framed around a US\$30 trillion economy. Yet the same starting point also reveals a higher attainable frontier. Sustaining

nominal US-dollar growth at 10.2%—rather than 9.4%—could lift the destination towards US\$35 trillion.



HOW BHARAT CAN EARN THE EXTRA US\$5 TRILLION

The gap cannot be created by one reform, one sector or a late burst of spending. It must be earned through a higher-quality growth model that raises output per worker, converts investment into operating capacity, expands globally competitive value chains and reduces the time lost between

policy intent and delivery. Technology skills must spread beyond frontier firms; infrastructure must function as a connected productive network; cities must become more efficient; and capital must flow towards enterprises able to scale, innovate and export.

WHAT MUST CHANGE

GROWING & EMERGING SECTORS

Scale established growth engines while accelerating emerging sectors such as the Blue Economy, logistics, advanced manufacturing and other future-facing activities.

PRODUCTIVITY

Raise output per worker and per unit of capital.

INVESTMENT CONVERSION

Complete projects faster and improve asset utilisation.

COMPETITIVENESS

Strengthen exports, logistics and manufacturing at scale.

EXECUTION

Ensure States and districts deliver consistently across planning and review cycles.

THE COMPOUNDING DISCIPLINE

The decisive variable is continuity. Bharat does not need one extraordinary year, it needs more than two decades in which productive reforms survive political and business cycles. Every delayed project, congested corridor, weak school-to-work transition or stalled urban reform reduces the base on which

future growth compounds. Conversely, faster completion, stronger firms and capable states create gains that multiply rather than reset. The US\$5 trillion premium is therefore an institutional achievement before it is a statistical outcome.



The US \$35 T is not a forecast, It is a credible economic frontier - if Bharat sustains stronger execution for more than two decades.

THE SECTOR ARCHITECTURE

THE ECONOMY BENEATH THE AMBITION

India's 2025–26 sectoral status: mapping scale, growth momentum and strategic capability across the economy

No single sector can deliver the larger ambition. Bharat's biggest sectors must become more productive, while faster-growing sectors scale quality, resilience or employment intensity.

Reaching the higher 2047 frontier will depend on coordinated gains across every major engine of the economy.

**GROWTH ENGINES**

Real estate, etc.

Share: **17%**

CAGR: **12.2%**

Construction

Share: **9%**

CAGR: **13.6%**

Urbanization

**GROWING SECTORS**

Manufacturing

Share: **14%**

CAGR: **8.9%**

Trade, repair, hotels

Share: **12%**

CAGR: **8.2%**

Transport, storage, etc.

Share: **6%**

CAGR: **9.4%**

**EMERGING SECTORS**

Financial services

Share: **6%**

CAGR: **11.9%**

Other services

Share: **8%**

CAGR: **9.3%**

Blue Economy

Space

Others

**TRANSITIONAL SECTORS**

Crops

Share: **10%**

CAGR: **9.1%**

Livestock

Share: **6%**

CAGR: **11.6%**

Fishing and aquaculture

Share: **1%**

CAGR: **12.2%**

**PRIORITY SECTORS**

Forestry & logging

Share: **1%**

CAGR: **7.8%**

Mining & quarrying

Share: **2%**

CAGR: **8.8%**

Electricity, gas, etc.

Share: **3%**

CAGR: **9.6%**

Public admin & defence

Share: **6%**

CAGR: **10.8%**

Source: MOSPI, GOI Sector shares: 2024–25.

The map is not a ranking of importance. The data indicates present economic weight; and recent growth. Large sectors determine the rhythm of the US\$35 trillion destination, while smaller sectors can

be decisive through energy, finance, logistics, food systems and public capability. The strategic task is therefore to strengthen the connections among engines—not maximise one sector in isolation.

WHAT THE SECTOR MAP REVEALS

31%

LARGEST ECONOMIC BLOCK

Growing sectors need stronger productivity, investment and export conversion

26%

FASTEST GROWING CLUSTER

Real Estate & Construction combine scale with a 12.7% group CAGR

43%

RESILIENCE + CAPABILITY

Emerging, transitional and priority sectors widen skills, livelihoods and institutional capacity

THE FIRST ENGINE TO EXAMINE

REAL ESTATE & CONSTRUCTION

Together they account for roughly one-fourth of the sector map and connect capital formation to housing, infrastructure, jobs and urbanisation. They are therefore a decisive test of whether Bharat can convert national ambition into completed productive assets.



REAL ESTATE & CONSTRUCTION

WHAT DOES A MAJOR GROWTH ENGINE TELL US?

Housing, infrastructure, jobs and capital formation converge in one of India's largest engines of economic activity.

As Bharat urbanises, builds homes, expands infrastructure and creates new economic centres, Real Estate & Construction will shape both the scale

and quality of growth. But are states converting land, capital and demand into productive assets efficiently enough?

INDIA'S REAL ESTATE & CONSTRUCTION GROWTH ENGINE



26.3 LAKH CRORE

India's Construction GVA, FY2024-25 Current Prices.



4.1 LAKH HOMES

Sold across India's Top 8 Cities in 2023, +33% YoY.



INFRASTRUCTURE

Builds the foundation for progress.



REAL ESTATE

Creates spaces for business and life.



HOUSING

Provides homes, strengthens communities



JOBS

Generates employment, empowers people



GROWTH

Drives economic prosperity

Real Estate and Construction connect capital formation with housing, infrastructure, employment and urban growth. With India entering another major investment and urbanisation cycle, the

question is no longer simply how much the country will build—but what gets built, where it gets built and how effectively capital becomes productive assets.

THE NEXT BUILDING CYCLE

118.64 LAKH

PMAY-U houses sanctioned

88.02 lakh completed

1 CRORE MORE

HOMES targeted under PMAY-U 2.0

₹10 LAKH CRORE anticipated investment

₹99 LAKH CRORE

investment pipeline cited toward 2030

80% Infrastructure
₹79.2 lakh crore

20% Real Estate
₹19.8 lakh crore

Sources: MoHUA, GoI (PMAY-U); PIB, GoI (PMAY-U 2.0); GFST estimates based on CSDCI (2022) ~80:20 split.



RESOURCE TO URBAN ASSETS

India's next building cycle will be shaped not only by the scale of construction, but by how effectively land, capital, infrastructure and housing demand are converted into productive, connected urban assets.



EXECUTION QUALITY MATTERS

The sector's role in investment, employment and urban growth makes execution quality as important as investment volume.



DEEPER EXPLORATION AHEAD

Construction and Real Estate will therefore be explored in greater depth in forthcoming editions of the GFST Newsletter.

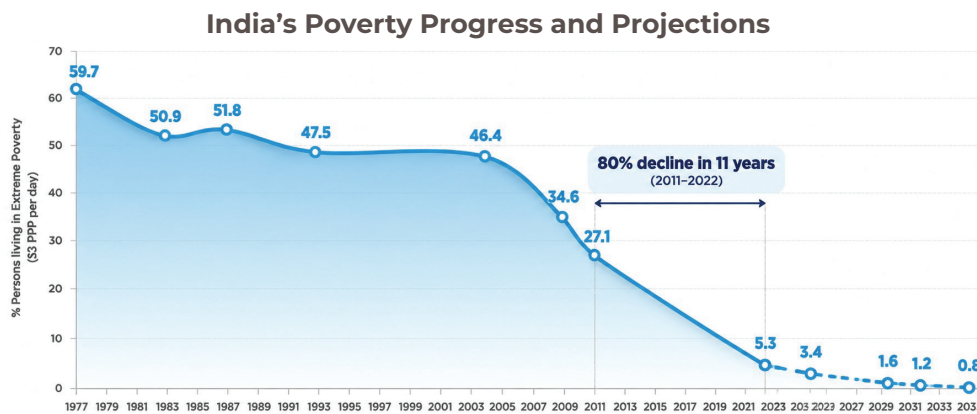
POVERTY, INCLUSION & THE LAST MILE

GROWTH FOR WHOM? WHAT HAPPENS IF WE CONTINUE ON THE CURRENT PATH?

Poverty is the real test of whether growth architecture is translating into better lives.

India has made dramatic gains against extreme poverty, but the last mile is harder than the first. National averages now hide residual poverty pockets, high-burden states and households that

require sharper identification, better state capacity and more coordinated delivery. The task ahead is clear: deepen growth, strengthen institutions and ensure no one is left behind.



Source: World Bank, India Poverty & Equity Brief, 2025. Scenarios are mechanical and not forecasts, the poverty line, baseline and uncertainty must be stated in every use.

From 27.1% in 2011-12 to 5.3% in 2022-23 under the updated US\$3/day line (2021 PPP).

At the long-run pace, India could still have around 2.9% extreme poverty in 2035—progress, but not elimination.

The challenge has shifted from broad poverty reduction to identifying and saturating left-behind households.

STATE APPROACHES TO THE LAST MILE



UTTAR PRADESH

Target Group: High-burden districts, rural poor households and multidimensionally deprived families.

Mechanism: SHG mobilisation, Aspirational Districts, livelihood support and basic-service convergence.

Scale: India's most populous State, with wide district and regional disparities.

Learning: Scale demands district targeting, scheme convergence and continuous monitoring.



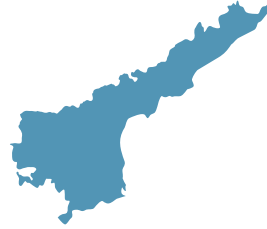
KERALA

Target Group: Multidimensionally deprived households, especially women-headed poor families.

Mechanism: Kudumbashree-style community mobilisation, local governance and household-level support.

Scale: Deep social reach with community-owned institutions.

Learning: Community capability and local ownership sustain long-run poverty reduction.



ANDHRA PRADESH

Target Group: Residual poor households and service excluded families.

Mechanism: Swarna Gramam, Swarna Ward based mapping, welfare saturation and SHG-linked delivery.

Scale: Large statewide platform across rural and urban service points.

Learning: Dense local delivery architecture links ground systems into household outcomes.



TAMIL NADU

Target Group: Urban workers, women-led households and vulnerable families.

Mechanism: Strong social protection, food security, health access and job-linked inclusion.

Scale: Wide district reach with stronger urban capability.

Learning: Last-mile poverty reduction works best when welfare and opportunity move together.

INDIA'S POVERTY RATE BY 2030 - 3 PATHS

Long Run Pace

13.8% Annual decline
1.87% in 2030

Faster Progress

18.0% Annual decline
1.32% in 2030

Near Elimination Path

22.0% Annual decline
0.93% in 2030

Source: GFST illustrative projections based on World Bank, India Poverty & Equity Brief 2025

POVERTY, INCLUSION & THE LAST MILE

CAN INDIA REACH NEAR-ZERO EXTREME POVERTY BY 2032 - AHEAD OF THE 2035 PROJECTION OF 2.9%?

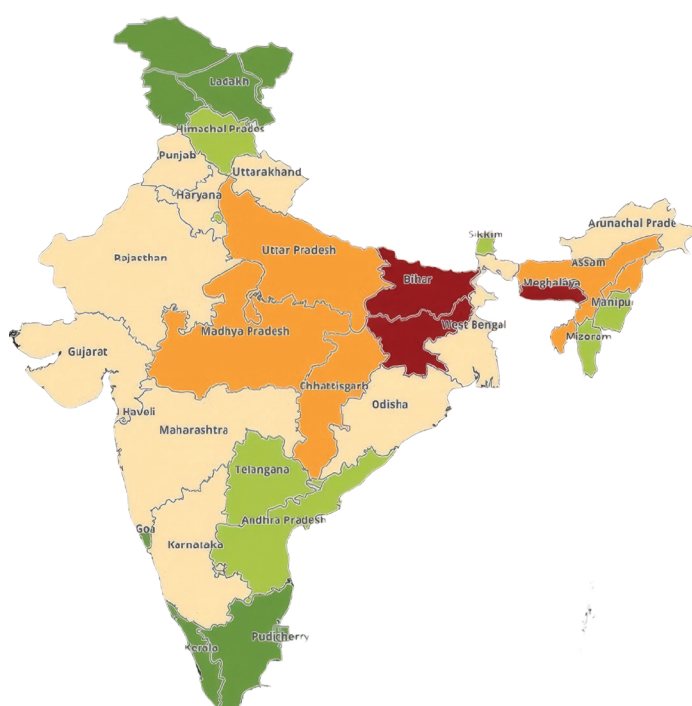
Three pathways, one outcome: move from broad progress to targeted poverty eradication.

The next phase is not just faster poverty reduction — it is differentiated action. Near-zero states can close the final gaps by 2030. District-poor states need focused saturation in deprived regions and

groups. High-burden states require correction and mission-mode execution. Business-as-usual still leaves a residual burden by 2035. The strategy must shift from averages to ownership and delivery.

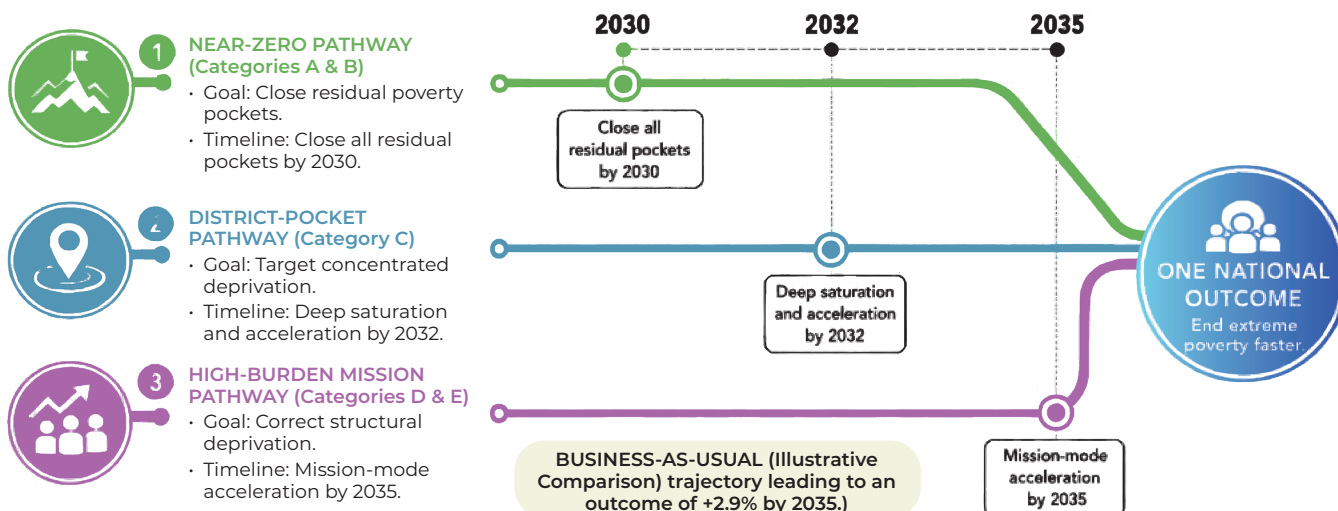
INDIA'S POVERTY ERADICATION ROADMAP

2030 for near-zero states, 2035 for high-burden states



Category	2030 Poverty Status	2026 Poor Population	Strategic Meaning
Near-Zero Poverty States	Below 1% by 2030	10.3 lakh	These can realistically target zero extreme poverty by 2030; focus on household-level identification and residual pockets.
Extreme Residual Poverty States	1%-2% by 2030	33.1 lakh	These are close to the threshold and can be brought below 1% through a mission-mode push.
Residual Poverty / District-Pocket States	2%-5% by 2030	330.3 lakh	Poverty will be concentrated in selected districts, social groups and livelihood clusters; need district ranking and targeted saturation.
Poverty Reduction Acceleration States	5%-10% by 2030	439.0 lakh	These may reduce poverty strongly but will not reach zero under BAU; they need acceleration rather than routine scheme continuation.
High-Burden Challenge States	Above 10% by 2030	346.2 lakh	These are the critical challenge states; without structural and administrative correction, extreme poverty may persist beyond 2030.

THREE PATHWAYS, ONE OUTCOME



Source: NITI Aayog, National Multidimensional Poverty Index: A Progress Review 2023.

Methodology: GFST projections for 2026 and 2030 are estimated using the 2014-15, 2019-21 and 2023 data sets. These are illustrative analytical estimates and not official NITI Aayog Data.

GFST CONCLAVES

ANDHRA PRADESH - PROOF OF CONCEPT**From Conclaves to Governable Action**

Convening is easy. Every sector in India has a conference. The institutional question GFST set itself was narrower and harder: can a room full of government, industry, researchers and investors produce something a department can actually own on Monday morning?

Six platforms tested that question across six very different sectors. A conclave has no governance value until its agenda has a named owner, a resource line and a return-to-review date. Everything before that is a proceedings document.

“The test is not attendance. The test is translation from discussion to ownership, from ideas to scheduled review.”

FROM CONVENING TO ACCOUNTABILITY**DeepTech / GovTech:**

digital public systems, innovation, state capability

**Aquaculture:**

blue economy, productivity, livelihoods

**Animal Husbandry:**

value chains, animal health, rural incomes



Named owner

Resource line

Return-to-review date

Accountable decision cycle



Tourism: destination growth, visitor economy, local enterprise

**Maritime & Logistics:**

ports, connectivity, trade efficiency



India@100: long-horizon strategy, institutions, future readiness

GFST LEADERSHIP**Three careers in Indian public administration, now applied to the transfer of method**

GFST's proposition is practitioner-led inquiry. That is not a positioning statement - it is a description of who does the work

**S. P. Tucker, IAS** (Retd.)

Vice Chairman & Director, GFST

Former Chief Secretary, Government of Andhra Pradesh

At GFST: Institutional direction, governance boundaries, and the discipline that separates a Proof of Concept from a claimed result.

**Ch. Kutumba Rao**

Vice Chairman (P4) & Director, GFST

Former Vice Chairman, Andhra Pradesh State Planning Board

At GFST: Policy architecture, strategy design and institutional partnerships.

**Sanjay Gupta IFS** (Retd.)

Chief Executive Officer, GFST

Former Secretary, Planning Department, Govt of Andhra Pradesh.

At GFST: Executive leadership, programme direction, and delivery of the Labs, toolkit and conclave portfolio.



30+ years in the Indian Administrative and Forest Services, across various departments — and a shared conclusion that method, not memory, is what transfers.

HOW TO ENGAGE

HOW TO ENGAGE WITH US

From insight to action - connect with GFST for dialogue, diagnostics and delivery.

GFST works at the intersection of governance, sector strategy and implementation. We invite governments, institutions, research partners, industry and collaborators to engage with us on

sector diagnostics, action pathways, policy design and delivery support. We co-create evidence, solutions and impact at scale.



Partner With Us

Collaborate with governments, institutions, industry bodies and knowledge partners to co-create evidence, solutions and impact at scale.



Engage on a Sector

Work with us on sector diagnostics, state pathways, implementation challenges and investment-linked opportunities.



Bring Method to Delivery

Translate insight into priorities, action plans, ownership and recurring review for measurable and sustained outcomes.

NEXT DEEP DIVE

Our forthcoming issues will spotlight ideas, evidence and strategies that move India from intent to impact



Poverty and the last mile



The US\$ 35 trillion economy ambition



Sector architecture and growth engines



States GSDP and Economic Review



Emerging sectors and long-horizon strategy

Let's continue the conversation: Website: <https://gfst.in/> | Email: admin@gfst.in | LinkedIn: GFST

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Thank you for reading

We look forward to continuing the conversation.



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MONTHLY

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