

Original Article

From Vision to Viability: Evaluating Odisha's Development Trajectory Towards 2036 and 2047

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Abstract

This paper examines the development priorities outlined in Odisha Vision 2036 and 2047 by assessing the alignment between long-term development aspirations and the state's existing socio-economic and institutional conditions. Long-term vision documents have increasingly become important tools for strategic planning in emerging economies, yet questions often remain regarding the coherence between ambitious policy targets and implementation capacity. Using qualitative document analysis complemented by descriptive content metrics and an indicator-based assessment, the study analyses policy priorities across key sectors including economic growth, infrastructure, human development, governance, and institutional capacity. The analysis is conceptually informed by State Capacity and Institutional Theory, which provide a framework for understanding how institutional capability, administrative coordination, and governance structures influence long-term development outcomes. The study evaluates sectoral priorities and policy targets through a structured assessment of existing socio-economic indicators, institutional conditions, and policy commitments reflected in official documents and secondary data sources. The findings suggest that Odisha Vision 2036 and 2047 presents a coherent and forward-looking development framework that aligns with the state's broader economic and social transformation goals. At the same time, the documentary and indicator-based appraisal highlights areas where strengthening institutional capacity, inter-departmental coordination, monitoring systems, and resource mobilization may

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support effective policy implementation. Rather than making direct empirical claims about implementation outcomes, the study offers a structured documentary appraisal of policy coherence, sectoral emphasis, and indicative implementation considerations. The paper contributes to the growing literature on long-term development planning and provides constructive insights that may assist policymakers in refining implementation strategies and strengthening institutional readiness for achieving Odisha's long-term development vision.

Keywords: Odisha Vision 2036, Vision 2047, Development Planning, State Capacity, Policy Evaluation

1. Introduction

1.1 Importance of Long-Term Vision Documents in Public Policy

Long-term development vision documents have assumed growing importance in contemporary public policy, particularly in countries undergoing structural economic and social transformation. Such documents provide a strategic framework that articulates long-term goals, policy priorities, and institutional pathways extending beyond short-term political cycles (Grindle, 2004). By offering a shared roadmap for development, vision documents help align sectoral policies, mobilise resources, and guide institutional reforms aimed at achieving sustained and inclusive growth. In the Indian context, long-term planning has re-emerged as a critical governance tool to address complex development challenges related to inequality, employment generation, infrastructure gaps, and environmental sustainability (NITI Aayog, 2022).

1.2 India@2047 and the Rise of Sub-National Development Visions

The articulation of India@2047, marking the centenary of India's independence, has further reinforced the relevance of long-term visioning in the country's federal governance framework. While national-level strategies provide an overarching development direction, the realisation of these ambitions depends significantly on state-level planning and implementation. Consequently, several Indian states have formulated sub-national vision documents to align regional priorities with national objectives while accounting for local socio-economic conditions, resource endowments, and institutional capacities. These state-level visions play a crucial role in translating national aspirations into context-specific development pathways, thereby strengthening cooperative federalism and decentralised planning (NITI Aayog, 2022).

1.3 Odisha as a Significant Case for Long-Term Development Planning

Odisha presents a particularly significant case for examining long-term development visioning due to its distinctive development trajectory. The state has recorded steady economic growth and notable improvements in infrastructure and disaster management, while simultaneously grappling with persistent challenges such as poverty, regional disparities, human capital deficits, and climate vulnerability. Odisha's social diversity, including a substantial tribal population, further adds complexity to its development process. At the same time, the state has undertaken governance reforms aimed at improving service delivery and institutional effectiveness. This combination of progress and persistent structural constraints makes Odisha an instructive case for evaluating the feasibility and realism of long-term development visions (Government of Odisha, 2023).

Many of the structural constraints faced by Odisha are not unique to India but reflect broader governance challenges observed across developing economies. Regions in Southeast Asia and other emerging economies often face similar issues such as uneven regional development, institutional capacity limitations, fiscal pressures associated with infrastructure expansion, and increasing climate vulnerability. Long-term development visions in such contexts frequently combine ambitious economic transformation goals with institutional and governance reforms. Examining Odisha's development vision therefore provides insights that extend beyond the Indian context and contributes to broader discussions on the feasibility of long-term strategic planning in developing and decentralised governance systems.

1.4 Odisha Vision 2036 & 2047: Aspirations and Strategic Priorities

Odisha Vision 2036 & 2047 outlines an ambitious roadmap for transforming the state into a prosperous, inclusive, and sustainable economy. The vision document identifies multiple strategic pillars, including accelerated economic growth, human capital development, infrastructure expansion, environmental sustainability, and governance reforms. By linking the state's centenary year in 2036 with the national milestone of 2047, the document seeks to position Odisha as a key contributor to India's long-term development goals. While the vision demonstrates strong strategic intent and comprehensive sectoral coverage, its ambitious targets raise important questions regarding feasibility, institutional readiness, and implementation capacity.

1.5 Problem Statement: The Gap Between Aspiration and Execution

A recurring challenge associated with long-term vision documents is the gap between aspirational targets and actual implementation outcomes. Vision frameworks often emphasise ambitious goals without adequately addressing constraints related to

institutional capacity, fiscal resources, inter-departmental coordination, and monitoring mechanisms. In the case of Odisha Vision 2036 & 2047, concerns emerge regarding the translation of strategic intent into actionable policies, particularly in light of existing socio-economic disparities and administrative limitations. Without systematic evaluation and adaptive governance mechanisms, there is a risk that the vision may remain aspirational rather than transformative.

1.6 Objectives and Contribution of the Study

In this context, the present study seeks to critically evaluate Odisha Vision 2036 & 2047 by examining its strategic coherence, feasibility, and implementation challenges. The objectives of the study are threefold: first, to analyse the core pillars and developmental priorities articulated in the vision document; second, to assess the alignment between the envisioned goals and Odisha's existing socio-economic and institutional capacities; and third, to identify key governance and implementation constraints that may affect the realisation of the vision. By providing a systematic assessment of a sub-national long-term vision framework, the study contributes to the literature on development planning, state capacity, and long-term governance in India and other emerging federal economies.

2. Literature Review

2.1 Long-Term Development Planning and Vision Documents

Long-term development planning has been recognised as a cornerstone of strategic governance worldwide. Vision documents like Malaysia Vision 2020, South Korea's five-year plans, and Rwanda's Vision 2050 illustrate how long-term frameworks can align sectoral policies, attract investment, and enable sustained performance monitoring (Chang, 2019; World Bank, 2020). Recent studies further underscore the role of visions in fostering institutional adaptability in a turbulent global context marked by climate change, demographic shifts, and technological disruption (Walker et al., 2001).

The literature highlights that strategic planning enhances governance by improving cross-sector coordination, prioritising resources, and providing continuity across electoral cycles (OECD, 2021; Pritchett et al., 2013). However, emerging research also warns that without adaptive mechanisms and feedback loops, vision documents risk becoming static blueprints disconnected from on-ground dynamics. Furthermore, scholars emphasise the need for integration between long-term visions and medium-term fiscal frameworks to ensure financial viability (Rajaram et al., 2014).

Together, these insights suggest that the promise of vision-led development hinges on institutional capacity, adaptive governance, and dynamic monitoring processes — not only visionary rhetoric.

2.2 Subnational Development Planning in India

In India's federal system, state governments have increasingly adopted long-term development visions aligned with national goals such as India@2047, reflecting a diffusion of strategic planning responsibilities (NITI Aayog, 2022). States like Andhra Pradesh, Gujarat, and Karnataka have formulated dedicated vision documents seeking to integrate economic growth with social inclusion (Ahluwalia 2002).

Recent empirical work presents a mixed picture of success. Some studies find that states embedding vision goals into annual plans and performance budgeting witnessed better policy coherence and implementation outcomes (Allen et.al, 2013). For example, Kerala's strategic planning efforts have been linked to improvements in public service delivery and participatory governance (Howlett, 2015). Conversely, research on other states demonstrates how weak institutional linkages and political disruptions can derail vision implementation and lead to fragmentation across departments (Faguet, 2014).

Additionally, scholars argue that subnational visioning in India often remains blueprint-oriented rather than process-oriented, with limited mechanisms for continuous learning, monitoring, and feedback. This gap highlights both the potential and the constraints of state-led long-term strategic planning.

2.3 Gaps in Existing Literature

Despite growing interest in long-term planning and subnational visions, the literature reveals important gaps. First, most research focuses on the form and design of vision documents, while there is limited analysis of feasibility, implementation capacity, and outcome linkages. Questions remain regarding how far state institutions can realistically translate vision aspirations into measurable results given existing socio-economic constraints.

Second, while there is literature on state planning outcomes in India, very few studies critically evaluate comprehensive long-term visions, particularly those that span multiple decades. The case of Odisha Vision 2036 & 2047 is notably underexplored in academic discourse, with most analyses limited to descriptive accounts in policy reports rather than rigorous empirical evaluation.

Third, there is a growing recognition that traditional evaluations fall short in capturing institutional and governance dimensions that influence implementation — such as administrative capacity, political commitment, and inter-governmental coordination (Pritchett et al., 2013; Andrews et al. 2017). Addressing these gaps, the present study offers a systematic assessment of Odisha's long-term vision, with a particular focus on feasibility, governance challenges, and implementation readiness in the context of subnational strategic planning.

3. Theoretical Framework

This study adopts State Capacity and Institutional Theory as its primary analytical framework. State capacity refers to the ability of governments to design, implement, and sustain public policies through effective institutions, administrative competence, and resource mobilisation (Besley et. al, 2010). Institutional theory further emphasises the role of formal structures and governance arrangements in shaping policy outcomes and long-term development trajectories.

The relevance of this framework to long-term development visioning lies in its focus on implementation feasibility. While vision documents articulate ambitious goals across economic, social, and governance domains, their success depends on the presence of capable institutions, fiscal capacity, and coordination mechanisms. Prior studies highlight that weak state capacity often leads to gaps between policy aspirations and actual outcomes, particularly in multi-sectoral and long-horizon development strategies (Acemoglu & Robinson, 2020).

Applied to Odisha Vision 2036 & 2047, this framework enables an assessment of whether the institutional and governance arrangements required to realise the vision are adequately developed. Odisha's development experience reflects both governance improvements and persistent capacity constraints, making state capacity a critical lens for evaluation. The study analytically examines three dimensions—administrative capacity, fiscal capacity, and governance coordination—to evaluate the alignment between the vision's strategic goals and the state's implementation readiness. This approach allows the study to move beyond descriptive analysis and provide a focused assessment of the viability of long-term development planning.

4. Methodology

4.1 Research Design

This study adopts a qualitative policy document analysis complemented by descriptive content metrics to evaluate the strategic coherence and indicative implementation feasibility of Odisha Vision 2036 & 2047. Document-based policy analysis is widely used in public policy research to examine the priorities, assumptions, and institutional frameworks embedded in strategic planning documents.

Rather than directly measuring implementation outcomes, the study conducts a documentary appraisal of policy design and implementation feasibility, examining how the vision's targets align with existing socio-economic conditions and institutional capacities.

4.2 Data Sources

The primary data source for the analysis is the official Odisha Vision 2036 & 2047 document published by the Government of Odisha. Additional supporting

information is drawn from government reports, policy documents, and official statistical sources including socio-economic indicators related to economic performance, human development, infrastructure, and governance.

4.3 Indicator-Based Documentary Assessment

To assess the alignment between vision targets and baseline conditions, the study employs an indicator-informed qualitative assessment using selected socio-economic and institutional indicators derived from secondary sources. These indicators serve as contextual benchmarks rather than components of a formal quantitative index. The indicators considered in the analysis include:

Economic indicators

- a. Per capita income trends
- b. Sectoral composition of Gross State Domestic Product (GSDP)
- c. Industrial structure and export potential

Human development indicators

- a. Education access and quality indicators
- b. Skill development capacity
- c. Health infrastructure availability

Fiscal indicators

- a. State revenue capacity
- b. Public investment patterns
- c. Capital expenditure requirements

Governance indicators

- a. Institutional coordination capacity
- b. Administrative implementation structures
- c. Monitoring and policy evaluation mechanisms

These indicators are used to interpret whether the vision targets appear broadly aligned with current baseline conditions or may face potential implementation constraints.

4.4 Content Analysis and Coding Procedure

A structured content analysis of the vision document was conducted to identify major development priorities and sectoral initiatives. For the purpose of the analysis, an initiative was defined as a programmatic action, policy intervention, or sectoral strategy explicitly mentioned in the vision document and a target refers to a stated developmental objective associated with a specific timeline or outcome.

The coding process was conducted manually by the author through iterative reading of the document. Where an initiative could potentially fall under multiple sectors, it was categorised according to its primary policy objective to maintain consistency in classification.

The frequency and percentage distributions presented in the results are used to indicate the relative emphasis of different sectors within the vision document, rather than to measure implementation success or feasibility quantitatively.

4.5 Limitations

As a document-based policy analysis relying primarily on secondary data, the study does not directly examine implementation processes within government institutions. The findings therefore represent an indicative assessment of policy feasibility and strategic coherence rather than an empirical evaluation of implementation outcomes.

5. Overview of Odisha Vision 2036 & 2047

The *Odisha Vision 2036 & 2047* document presents a comprehensive long-term roadmap aimed at transforming the state into a prosperous, inclusive, and sustainable economy. Anchored around the twin milestones of Odisha's centenary year in 2036 and India's centenary of independence in 2047, the vision seeks to align state-level development priorities with national aspirations while addressing Odisha's specific socio-economic and institutional context. The document adopts a multi-sectoral approach, integrating economic growth, human development, infrastructure expansion, environmental sustainability, and governance reforms.

The vision framework is structured around a set of strategic pillars that collectively define the state's long-term development trajectory. These pillars reflect an emphasis on accelerated economic transformation, inclusive human capital development, infrastructure-led growth, climate resilience, and institutional strengthening. Table 1 summarises the key strategic pillars and their corresponding focus areas as articulated in the vision document.

The vision document underscores the need for phased implementation, recognising those certain objectives—particularly those related to human development and governance—require sustained efforts over a longer time horizon. While the strategic intent of the vision is comprehensive, its success depends on the alignment between these long-term aspirations and the state's existing development capacities and institutional arrangements.

Table 1. Strategic pillars of Odisha Vision 2036 & 2047.

Strategic Pillar	Key Focus Areas	Time Horizon
Economic Growth	Industrialisation, MSMEs, exports	2036
Human Development	Education, health, skill development	2047
Infrastructure	Transport, digital, urban development	2036
Sustainability	Climate resilience, green growth	2047
Governance	Institutional reforms, service delivery	2047

6. Results and Tabulation

This section presents the key findings of the study based on a qualitative content analysis and indicator-based assessment of *Odisha Vision 2036 & 2047*. The results focus on evaluating the feasibility of the vision by examining the alignment between envisioned targets and current socio-economic and institutional conditions.

6.1 Sector-wise Assessment of Vision Targets

The assessment reveals variation in feasibility across sectors. While the vision demonstrates strong coherence and ambition, differences emerge in terms of implementation readiness and institutional support.

To improve transparency in the sector-wise feasibility assessment, qualitative classifications were interpreted using a set of analytical criteria. The categories used in Table 2 reflect the degree of alignment between vision targets and baseline socio-economic and institutional conditions:

Achievable: Strong alignment between targets and existing institutional capacity, with relatively lower structural constraints.

Moderate: Targets appear feasible but require additional institutional strengthening or policy support.

Challenging: Significant gaps exist between current conditions and vision targets, requiring major improvements in capacity or resources.

High Risk: Targets face substantial structural constraints such as high fiscal requirements, institutional limitations, or environmental vulnerability.

These categories represent analytical interpretations derived from documentary evidence and secondary indicators, rather than direct empirical measurements of implementation readiness. Table 2 provides a sector-wise comparison between the vision targets and existing development capacity.

The findings indicate that sectors such as healthcare show relatively higher feasibility due to existing progress and institutional experience, whereas education and environmental sustainability present greater challenges due to structural constraints and long-term capacity requirements.

Table 2. Vision targets and existing development capacity.

Sector	Vision Target	Existing Capacity (Baseline)	Feasibility Assessment
Economy	Transition to high-income status	Middle-income economy	Moderate
Education	Skilled and future-ready workforce	Uneven quality and access	Challenging
Health	Universal and affordable healthcare	Gradual improvement	Achievable
Industry	Manufacturing-led growth	Resource-based industrial structure	Moderate
Environment	Sustainable and climate-resilient growth	High climate vulnerability	High Risk

6.2 Institutional and Governance Constraints

A key determinant of the vision’s viability lies in governance and institutional capacity. The analysis identifies several cross-cutting challenges that may affect implementation outcomes. These challenges are summarised in Table 3. These constraints highlight the importance of strengthening institutional coordination, fiscal planning, and monitoring systems to ensure effective implementation of long-term development strategies.

Table 3. Institutional and governance challenges affecting implementation.

Dimension	Identified Challenge	Implication
Administrative Capacity	Limited inter-departmental coordination	Delays in execution
Fiscal Capacity	High capital investment requirements	Budgetary pressures
Monitoring Mechanisms	Weak outcome-based tracking	Limited accountability
Inclusion	Regional and social disparities	Uneven development outcomes

6.3 Alignment with National and Global Development Frameworks

The analysis also examines the extent to which *Odisha Vision 2036 & 2047* aligns with broader national and global development frameworks. Table 4 presents a comparative overview of this alignment. While the vision aligns closely with national development priorities, partial alignment with global sustainability goals suggests the need for stronger integration of environmental and equity considerations.

Table 4. Alignment with national and global development frameworks.

Framework	Core Focus	Degree of Alignment
India@2047	Inclusive and sustainable growth	High
Sustainable Development Goals (SDGs)	Equity and sustainability	Partial
NITI Aayog Strategic Framework	Cooperative federalism	Moderate

6.4 Distribution and Temporal Orientation of Vision Priorities

To address the quantitative limitations typically associated with qualitative policy analysis, the study employs a frequency- and percentage-based assessment of the *Odisha Vision 2036 & 2047* document. This approach captures the relative emphasis accorded to different sectors and time horizons within the vision framework, based on the distribution of major initiatives and stated targets across thematic areas.

Table 5. Sector-wise distribution of strategic focus in *Odisha Vision 2036 & 2047*.

Sector / Strategic Area	Number of Major Initiatives	Percentage Share (%)
Economic Growth & Industry	18	32%
Human Development (Education, Health, Skills)	15	27%
Infrastructure Development	10	18%
Sustainability & Climate Resilience	7	13%
Governance & Institutional Reforms	6	10%
Total	56	100%

Source: Author's compilation based on *Odisha Vision 2036 & 2047* (Government of Odisha, 2023). Note: Percentage shares are derived from a frequency-based content analysis of sector-specific initiatives identified in the vision document.

Figure 1 illustrates the sectoral distribution of initiatives identified through the content analysis of the vision document, highlighting the relative emphasis placed on economic growth and human development priorities.

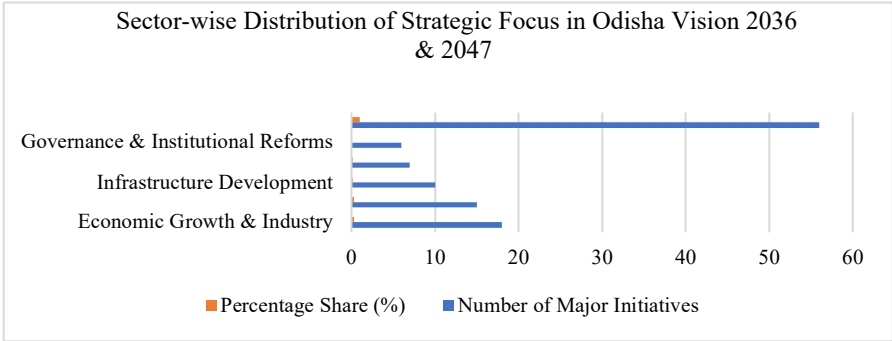


Figure 1. Sectoral distribution of initiatives identified in the Odisha Vision document.

This table and graph indicate that the vision document places the greatest emphasis on economic growth and industrial development, followed by human development and infrastructure expansion. Governance and institutional reforms, while acknowledged as critical enablers, receive comparatively lower proportional emphasis. The distribution reflects a growth-oriented strategic orientation, with social and environmental objectives positioned as complementary priorities.

Table 6. Temporal distribution of development targets in Odisha Vision 2036 & 2047.

Time Horizon	Number of Targets	Percentage Share (%)
Short-term (2025–2030)	14	25%
Medium-term (2030–2036)	18	32%
Long-term (2036–2047)	24	43%
Total	56	100%

Source: Author’s analysis based on *Odisha Vision 2036 & 2047* (Government of Odisha, 2023). Note: Targets have been classified according to the implementation timelines indicated in the vision document.

Figure 2 presents the temporal distribution of development targets across short-term, medium-term, and long-term horizons. The temporal analysis reveals that a substantial proportion of the vision’s targets are concentrated in the long-term horizon extending beyond 2036. While this reflects the aspirational nature of the vision, it also suggests potential risks related to deferred accountability and implementation uncertainty. The relatively lower share of short-term targets highlights the importance of strengthening intermediate milestones to ensure steady progress towards long-term goals.

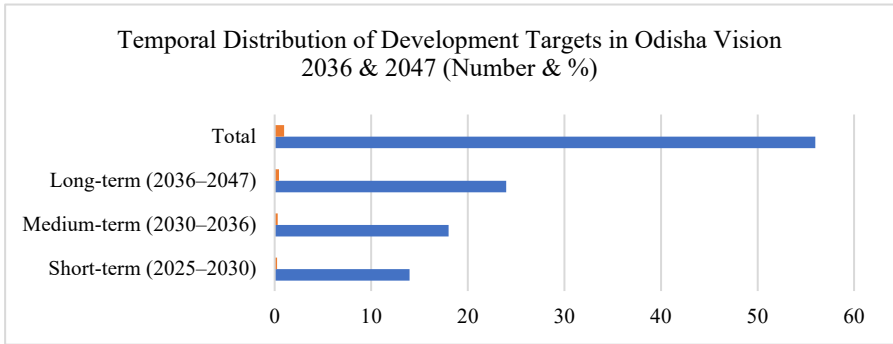


Figure 2. Temporal distribution of development targets across planning horizons.

7. Discussion and Analysis

7.1 Vision versus Ground Realities

The findings presented in Section 6 reveal a discernible gap between the aspirational objectives articulated in Odisha Vision 2036 & 2047 and the state's existing development conditions. While the vision prioritises rapid economic transformation and a transition towards high-income status, the feasibility assessment indicates that Odisha continues to face structural economic constraints. These include a limited industrial base beyond resource-dependent sectors, moderate fiscal capacity, and uneven private investment flows. As shown in Table 2 and Table 5, economic growth and industrialisation receive the highest strategic emphasis, yet the state's current economic structure suggests that achieving these targets will require substantial institutional and infrastructural strengthening.

Human capital development emerges as another critical area where vision and reality diverge. Although the vision places significant emphasis on education, skills, and health, existing gaps in educational quality, workforce preparedness, and access to advanced skills constrain implementation readiness. The feasibility scores indicate that progress in human development is uneven across regions and social groups, raising concerns about the pace at which a future-ready workforce can be created. From a state capacity perspective, these gaps underscore the challenge of translating long-term aspirations into outcomes without sustained investment in institutional capability and service delivery mechanisms.

7.2 Governance and Implementation Challenges

Governance and institutional capacity constitute central determinants of the vision's viability. The analysis highlights persistent challenges related to inter-departmental coordination, fiscal planning, and outcome-based monitoring. While Odisha Vision 2036 & 2047 outlines broad governance reforms, the absence of clearly

defined implementation pathways and accountability frameworks increases the risk of fragmented execution. Table 3 indicates that limitations in administrative coordination and monitoring mechanisms may impede effective implementation, particularly for cross-sectoral initiatives.

The temporal distribution of targets (Table 6) further accentuates these governance challenges. With a substantial proportion of objectives concentrated in the long-term horizon, the vision risks deferring accountability and weakening incentives for short-term performance. State capacity theory suggests that long-term planning must be supported by intermediate milestones, adaptive feedback mechanisms, and strong monitoring systems to remain effective over time. Without such mechanisms, the vision may struggle to maintain momentum across political and administrative cycles.

7.3 Inclusivity and Regional Equity

A key strength of Odisha Vision 2036 & 2047 lies in its explicit recognition of inclusivity and regional balance as development priorities. However, the analysis reveals potential gaps between stated commitments and implementation feasibility. Odisha's significant tribal population and the persistence of backward regions pose complex challenges that require context-specific interventions rather than uniform policy approaches. While the vision acknowledges these disparities, the relatively lower proportional emphasis on governance and institutional reforms (Table 5) raises concerns regarding the state's capacity to address deeply rooted regional inequalities.

The urban-rural divide further complicates inclusive development. Rapid urbanisation and infrastructure expansion may generate growth hubs, but without parallel investments in rural livelihoods, education, and health, spatial inequalities may widen. From an institutional perspective, inclusive growth depends on the state's ability to tailor policies to diverse regional needs and ensure effective last-mile delivery. The findings suggest that strengthening decentralised governance and local institutional capacity will be critical for translating inclusive development objectives into tangible outcomes.

7.4 Alignment with National and Global Development Goals

The analysis demonstrates strong alignment between Odisha Vision 2036 & 2047 and national development priorities, particularly India@2047. As indicated in Table 4, the vision aligns closely with national goals related to economic growth, infrastructure development, and social inclusion. This alignment enhances policy coherence and creates opportunities for leveraging central support and inter-governmental coordination.

However, alignment with global frameworks such as the Sustainable Development Goals (SDGs) appears more partial. While the vision incorporates sustainability and equity as guiding principles, environmental resilience and social

inclusion receive comparatively lower strategic emphasis in quantitative terms. Given Odisha's vulnerability to climate risks, stronger integration of SDG-oriented targets and monitoring indicators could enhance the long-term sustainability of the vision. The partial alignment with global goals highlights the need for a more explicit linkage between long-term economic aspirations and environmental and social safeguards.

Overall, the discussion underscores that the success of Odisha Vision 2036 & 2047 depends less on the ambition of its goals and more on the state's institutional capacity to implement them. The findings reaffirm the relevance of state capacity and institutional theory in evaluating long-term development visions. While the vision provides a coherent strategic framework, addressing gaps related to governance, human capital, inclusivity, and monitoring will be essential to move from vision to viability.

8. Policy Implications

8.1 Need for Institutional Reforms

The analysis underscores that the realisation of Odisha Vision 2036 & 2047 hinges critically on the strength of state institutions. While the vision articulates ambitious goals across economic growth, human development, and sustainability, existing institutional constraints—particularly in inter-departmental coordination and administrative capacity—pose significant risks to implementation. Policy efforts should therefore prioritise institutional reforms aimed at enhancing coordination among line departments, clarifying roles and responsibilities, and strengthening decision-making authority at the implementation level. Establishing dedicated mission-oriented units for key strategic priorities could improve coherence and reduce fragmentation, thereby enhancing the state's capacity to translate long-term objectives into actionable programmes.

8.2 Strengthening Monitoring Mechanisms

Effective monitoring and accountability mechanisms are essential for ensuring that long-term vision documents remain outcome-oriented rather than symbolic. The concentration of targets in the long-term horizon highlights the need for robust monitoring frameworks that incorporate measurable indicators, periodic reviews, and transparent reporting systems. Policymakers should institutionalise outcome-based monitoring aligned with intermediate milestones, enabling continuous assessment of progress and early identification of implementation bottlenecks. Integrating digital monitoring platforms and performance dashboards can further enhance transparency and facilitate evidence-based decision-making across sectors.

8.3 Mid-Course Correction Strategies

Given the extended time horizon of Odisha Vision 2036 & 2047, flexibility and adaptability must be built into the implementation framework. Mid-course correction mechanisms are necessary to respond to evolving socio-economic conditions, fiscal constraints, and external shocks such as climate-related risks. Periodic strategic reviews, supported by independent evaluations, can enable recalibration of targets and policy instruments without diluting the long-term vision. Such adaptive governance approaches are consistent with state capacity theory, which emphasises learning, feedback, and institutional responsiveness as core elements of effective long-term planning.

8.4 Role of Public–Private Partnerships

Public–private partnerships (PPPs) can play a critical role in bridging resource and capacity gaps associated with long-term development ambitions. Given the scale of investment required for infrastructure expansion, industrial growth, and service delivery, greater engagement with the private sector can enhance efficiency, innovation, and financial sustainability. However, effective PPPs require clear regulatory frameworks, risk-sharing mechanisms, and strong institutional oversight to ensure alignment with public objectives. Strategically designed PPP models can support the implementation of Odisha Vision 2036 & 2047 while safeguarding inclusivity and long-term public interest.

9. Conclusion

The analysis indicates that Odisha Vision 2036 and 2047, represents an ambitious and forward-looking policy framework designed to guide the state's long-term socio-economic transformation. The vision document reflects a strong commitment to accelerating economic growth, improving infrastructure, strengthening human development outcomes, and enhancing governance capacity. The documentary and indicator-based assessment conducted in this study suggests that many of the proposed sectoral priorities broadly align with Odisha's emerging development trajectory and policy commitments. At the same time, the analysis identifies certain areas where institutional capacity, coordinated policy implementation, and sustained investment may be important for effectively achieving the long-term targets outlined in the vision.

It is important to note that this study is primarily based on qualitative document analysis and secondary indicators. Therefore, the findings should be interpreted as a documentary appraisal of policy priorities and institutional alignment rather than a direct measurement of implementation outcomes. Within these methodological boundaries, the study offers a structured assessment of how the development

aspirations presented in the vision document correspond with existing socio-economic and institutional conditions in the state.

Overall, Odisha Vision 2036 and 2047 provides a valuable strategic roadmap for long-term development planning. By identifying potential opportunities as well as areas where institutional strengthening and coordination may be beneficial, the study offers constructive insights that can support policy learning and effective implementation. Future research may further strengthen this assessment by incorporating primary data from implementing agencies, sector experts, and governance institutions to better understand implementation processes and institutional capacity in practice.

10. Scope for Future Research

While this study provides a qualitative and policy-oriented evaluation of Odisha Vision 2036 & 2047, several avenues for future research remain open. First, there is a need for empirical impact assessment as implementation progresses. Future studies could employ quantitative methods to assess the outcomes of key initiatives against stated targets, using indicators related to economic growth, human development, governance performance, and sustainability. Such analyses would enable a more robust evaluation of the vision's effectiveness over time.

Second, comparative state-level studies offer significant potential for advancing understanding of sub-national development planning in India. Comparative analyses between Odisha and other Indian states with similar or contrasting vision documents could generate insights into how variations in institutional capacity, fiscal space, and governance structures influence implementation outcomes. This would contribute to broader theoretical debates on decentralised development and state capacity.

Finally, longitudinal monitoring of outcomes is essential given the extended time horizon of the vision. Future research could track policy continuity, institutional adaptation, and progress across political and administrative cycles. Longitudinal studies would be particularly valuable in assessing whether long-term visions sustain momentum, adapt to emerging challenges, and deliver inclusive and sustainable development outcomes.

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Conflict of Interest Statement

The author declares no conflict of interest.

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