VISION 2031

**AN INTERNATIONAL CONFERENCE
ON DEVELOPMENT AND DEMOCRACY**

February 15 -17, 2026
THIRUVANANTHAPURAM

VISION DOCUMENT

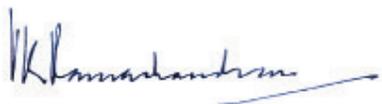Kerala State Planning Board

TABLE OF CONTENTS

FOREWORD

2031 will mark the seventy-fifth anniversary of the establishment of the State of Kerala. Vision 2031 is a wide-ranging effort to consolidate and evaluate the gains of social and economic development in the State, and to formulate new policies and create new perspectives for the future.

Put very simply, the decade from 2016 to 2026 has been a period of rapid and unprecedented economic development in the State of Kerala. Every sector of the economy has been put on a new path of development and growth. The human development sectors, including education – school and higher education, skilling and professional education – and health – primary health facilities, and the development of public health and of public hospitals – have been transformed. Human development gains have been used as a springboard for economic growth, and change in the primary sectors, and in industry, infrastructure, and the modern services (including information technology and tourism) has been unprecedented. The share of budgetary funds designated exclusively for people of the Scheduled Castes and Tribes has consistently exceeded the share of the people of Scheduled Castes and Tribes in the State. State support to the elderly and to persons with disabilities have been areas of high priority in the planning process (indeed, the Gender Budget and now the Elders' Budget are important parts of the Annual Budgets). The policy on housing for the poor – and the actual modern, safe, comfortable houses built for the poor -- has set, as in other fields, new national standards. State funding of cultural festivals and public expenditure on artists and public access to new cultural facilities have increased substantially.

In November 2025, the Government of Kerala fulfilled a historic promise to the people when it put an end to absolute poverty in the State.

For the Government of Kerala, the formulation of public policy is an exercise in people's participation, and involves the widest possible consultations with experts and all sections of the people before it is finalised. In 2025, the Government of Kerala announced the Vision 2031 effort. The Departments of the State Government organised 34 seminars in the 14 districts of the State to discuss the recent development achievements of the State and perspectives for a modern, progressive future for the people of Kerala. A report on each of these seminars has been written and published (the full reports will be made available at the website of the State Planning Board and of the concluding Vision 2031 Conference). This report is a summary and consolidation of the individual reports, being made available for the first time to delegates to the "Vision 2031: An International Conference on Development and Democracy."

V K Ramachandran
Vice Chairperson
Kerala State Planning Board

1

AGRICULTURE

Context

Agriculture continues to hold a foundational place in the economy, ecology and social life of the people of Kerala. It has shaped settlement patterns, food habits, landscapes and rural livelihoods over centuries, while sustaining nutritional security and ecological balance. Even as the economy has diversified and urbanised, agriculture remains central to rural wellbeing, ensuring food security, protecting nature and supporting inclusive growth.

The availability of cultivable land has steadily declined due to competing land uses and fragmentation of holdings. Rising input costs, shortage of skilled labour and increasing dependence on external markets have affected the economic viability of farming. Climate variability has intensified these pressures. Recurrent floods and unpredictable rainfall patterns have heightened production risks, while emerging pests and diseases pose additional challenges. Market volatility has further exposed farmers to income uncertainty, discouraging long-term investment and innovation in the sector.

These structural constraints have contributed to a gradual disengagement from agriculture, particularly among younger generations. Farming is often perceived as risky, labour intensive and economically uncertain. Despite these challenges, the sector has shown notable resilience. Public investment and policy support have expanded significantly, with focused interventions in food crops, soil health management, irrigation efficiency, mechanisation and farmer welfare. Programmes aimed at strengthening planting material production, expanding vegetable and fruit production, promoting

organic and good agricultural practises natural farming, and improving access to credit and insurance have begun to stabilise production and restore confidence.

Farmer producer organisations have emerged as important institutional platforms for aggregation, collective marketing and access to services. Extension systems have been strengthened through both field level support and digital initiatives. Agriculture today is increasingly recognised not merely as a primary sector, but as an integrated system linked to value addition, processing, marketing, nutrition and environmental sustainability. This evolving understanding provides the foundation for a renewed and future oriented vision for agriculture.

Potential

Agriculture holds substantial untapped potential rooted in ecological diversity, skilled farming communities, strong public institutions and expanding market opportunities. The varied agro-climatic conditions support a wide range of crops including rice, vegetables, coconuts, fruits, spices, plantation crops and medicinal plants. This diversity offers scope for region specific crop planning based on climate suitability, resource availability and market demand, rather than uniform production strategies.

There is significant potential to enhance farm incomes through diversification, productivity improvement and value addition. Post-harvest losses remain high, pointing to the need for strengthened storage, processing and cold chain infrastructure. Expansion

of agro-processing units, food parks and decentralised processing facilities can convert primary produce into higher-value products, reduce wastage and generate rural employment. Branding based on quality, safety and geographical identity can further improve market competitiveness and consumer trust.

The growing network of farmer producer organisations presents an opportunity to transform small and marginal farming into viable collective enterprises. With appropriate capacity building, professional management and access to finance, these organisations can improve economies of scale, reduce transaction costs and strengthen bargaining power. Digital platforms, precision farming tools and data-driven advisory services offer new possibilities for improving efficiency, optimising resource use and reducing production risk. There is also considerable scope for expanding participation of youth and women through agriculture-based entrepreneurship, agro-services, start-ups and allied activities. Integration of crops with livestock, fisheries, apiculture and agro-forestry can enhance income stability, improve nutritional outcomes and strengthen resilience to climate shocks. Climate-smart practices and sustainable production systems position agriculture as a key contributor to climate adaptation, mitigation and environmental conservation. Realising this potential requires a clear long-term vision that aligns productivity with sustainability, profitability with equity and technological advancement with social inclusion.

Vision

By 2031, agriculture will be transformed into a resilient, inclusive and sustainable sector that ensures food and nutritional security, enhances farmer incomes and conserves natural resources. The vision is to establish agriculture as a dignified, knowledge-driven and economically viable livelihood, capable of attracting youth, empowering women and sustaining rural communities, while remaining firmly anchored in ecological responsibility. Agriculture will be guided by a strong commitment to sustainability and climate resilience. Farming practices will prioritise soil health, water conservation, biodiversity protection and reduced chemical dependency. Natural, organic and integrated farming systems will be expanded in a scientifically sound and economically viable manner, supported by research, certification and market linkages. Climate-resilient crop varieties, adaptive agronomic practices and comprehensive

risk mitigation strategies will be mainstreamed to protect farmers from increasing climatic uncertainty.

Farmers will remain at the centre of all interventions. The policy framework will focus on income stability through improved productivity, cost reduction and assured market access. Timely availability of quality inputs, affordable institutional credit and comprehensive crop insurance will reduce vulnerability and encourage investment. Extension services will be strengthened through a combination of decentralised field support, digital advisory platforms and community-based resource persons, ensuring that knowledge reaches farmers in a practical and context-specific manner. Agriculture will move decisively from a production-focused approach to a value-led system. Strong backward and forward linkages will connect farms with processing units, storage facilities, retail markets and export channels. Agro-processing clusters, food parks and export-oriented value chains will enable farmers to capture a larger share of value from their produce. Market systems will be strengthened to ensure transparency, price discovery and reduced dependence on intermediaries, while institutional procurement and direct marketing channels will provide stability. Farmer collectives will emerge as key drivers of transformation. Farmer producer organisations will be developed as professional, self-sustaining institutions capable of collection, processing, branding and marketing. These collectives will foster innovation, shared learning and collective bargaining, while promoting social inclusion through active participation of women and youth in leadership roles.

Technology will act as a powerful enabler of change. Precision agriculture, digital advisory services, artificial intelligence based decision support systems and real time market information will be integrated into farming operations. Mechanisation will be tailored to small and fragmented holdings, improve productivity and reduce labour without displacing livelihoods. Data driven planning will guide crop choices, resource allocation and risk management at both farm and system levels.

Research and innovation will be closely aligned with field realities. Agricultural research institutions will focus on region specific challenges, climate adaptation and sustainable intensification. Stronger collaboration between researchers, extension agencies and farmers will accelerate the translation of knowledge into practice.

Youth engagement will be a defining feature of agriculture in 2031. Farming will be repositioned as a modern, technology enabled and commercial activity offering opportunities for innovation. Skill development programmes, incubation support and access to finance will encourage young people to build enterprises across the agricultural value chain, including production, processing, logistics and agro-services. Agriculture-based livelihoods will contribute to vibrant rural economies and meaningful employment. Allied sectors will be fully integrated into the agricultural vision. Livestock, dairy, poultry, fisheries, apiculture and agro-forestry will be promoted as complementary components of diversified and integrated farming systems. This integration will enhance income resilience, improve nutritional security and optimise use of land, water and biomass resources. By 2031, agriculture will stand as a pillar of sustainable development, balancing productivity with ecological integrity, economic growth with social equity and tradition with innovation. This vision affirms agriculture not merely as a sector, but as a collective commitment to food security, rural prosperity and environmental stewardship, shaping a confident and resilient future for Kerala.

2

ARCHAEOLOGY AND MUSEUMS

Context

Archaeology and museums occupy a unique position in shaping collective memory, cultural confidence, and social understanding. Over the years, consistent efforts have been undertaken to identify, document and protect monuments, antiquities and archaeological sites of historical and cultural significance. Museums have gradually evolved as spaces for preservation education, and public engagement, offering windows into the long and layered human history of the region. Systems for conservation, site protection, documentation and museum management are in place, supported by institutional experience and professional knowledge.

At present, the sector stands at a decisive point of transition. While foundational structures exist, several challenges affect the effective realisation of heritage potential. Archaeological sites and monuments are increasingly exposed to natural ageing, climate variability, unplanned development and changing land use patterns. Museums continue to safeguard valuable collections, yet many function with limited interpretative tools, conventional displays and constrained outreach, particularly for younger generations.

Large repositories of excavation records, manuscripts, photographs, and artefacts remain insufficiently digitised, restricting public access and academic engagement. Public interaction with heritage is growing through tourism and education, but engagement often remains passive and episodic. At the same time, global approaches to heritage management are rapidly transforming through technology, community participation and interdisciplinary collaboration.

This context calls for a renewed and forward looking vision, one that moves beyond preservation alone and positions archaeology and museums as living, dynamic systems of knowledge, learning and human connection. Vision 2031 emerges from this need, aligning heritage governance with inclusive development, sustainability and cultural vitality.

Potential

The archaeology and museum sector holds immense and largely untapped potential to enrich social life, strengthen knowledge systems, and support sustainable economic opportunities. Heritage resources represent not only material remains of the past but also powerful tools for education, identity formation, creativity and dialogue. When conserved with care and interpreted with imagination, they can inspire curiosity, pride and shared understanding across generations.

Digital transformation presents a significant opportunity to unlock this potential. Comprehensive digitisation of artefacts, archives, excavation data, inscriptions and visual records can create accessible heritage knowledge systems for researchers, students, and the wider public. Virtual exhibitions, interactive platforms and immersive technologies can extend the reach of museums and sites beyond physical boundaries, allowing people from diverse backgrounds to engage meaningfully with history.

Museums have the capacity to evolve into experiential learning environments. By adopting storytelling based exhibitions, participatory displays and hands on learning modules, museums can transform visitors from passive observers into active learners. Archaeology can be

meaningfully integrated into school education, higher studies and research, encouraging analytical thinking, respect for evidence and appreciation of cultural diversity.

Community participation offers another powerful avenue. Local communities are carriers of oral histories, traditional knowledge and living cultural practices that enrich archaeological understanding. Their involvement in site management, interpretation and cultural programming can ensure authenticity, shared ownership and long term protection. Heritage-linked livelihoods, including conservation crafts, guiding, cultural entrepreneurship and creative industries, can generate dignified employment while sustaining traditional skills.

Sustainable tourism further amplifies opportunity. Carefully planned heritage circuits, visitor facilities, and interpretation centres can balance conservation needs with economic benefit. Collaboration with academic institutions, technology partners and creative professionals can introduce innovation while upholding ethical and scientific standards. Together, these possibilities enable archaeology and museums to become active contributors to human development, cultural confidence and inclusive growth.

Vision

Vision 2031 imagines archaeology and museums as vibrant, people-centred institutions that connect past, present, and future in meaningful ways. It envisions a heritage ecosystem where conservation, knowledge creation, community participation and innovation coexist in balance, strengthening cultural identity while contributing to sustainable development and social well-being.

By 2031, all protected monuments, archaeological sites and heritage structures will be conserved through scientific, climate sensitive and ethically grounded practices. Conservation will move beyond episodic repair to comprehensive, long term management strategies that respect historical authenticity, environmental context and cultural significance. Preventive conservation, risk assessment and climate adaptation will become integral to heritage planning, ensuring resilience against natural and human induced pressures.

Heritage landscapes will be recognised as integrated cultural zones rather than isolated monuments.

Conservation approaches will value traditional materials, indigenous techniques, and skilled artisans, ensuring continuity of knowledge while generating local employment. Every conserved site will reflect dignity, care and respect for human history, becoming a space that invites learning, reflection and dialogue.

Museums will be reimagined as inclusive spaces of discovery, creativity and exchange. By 2031, museums will offer immersive, interactive and multilingual experiences supported by digital tools and thoughtful design. Exhibitions will focus on human stories, of everyday life, innovation, belief and social change, making history relatable and engaging for diverse audiences. Museums will serve as platforms for dialogue, encouraging critical engagement with the past and its relevance to contemporary society.

Education will form the core of museum transformation. Structured partnerships with schools, universities, and research institutions will integrate museums into formal and informal learning systems. Children and young adults will engage with archaeology through workshops, simulations, field experiences and digital exploration, nurturing curiosity and respect for cultural diversity. Museums will also support lifelong learning, offering programmes for educators, researchers, and the general public.

Digital heritage will be central to accessibility and transparency. A unified digital heritage platform will document artefacts, monuments, manuscripts, photographs and excavation records, enabling open and responsible access. Virtual museums, online exhibitions, and interactive archives will allow people to explore heritage regardless of location, fostering global cultural exchange and scholarly collaboration. Digital tools will also enhance conservation monitoring, inventory management, and research integration, strengthening evidence-based decision-making.

Community stewardship will be a cornerstone of Vision 2031. Heritage will be protected not only by institutions but by people. Local communities will participate actively in decision making, interpretation and cultural programming. Oral histories, rituals and lived traditions will be documented with consent, respect and ethical sensitivity. Capacity building initiatives will empower youth and women as heritage guides,

conservation assistants, digital archivists and cultural practitioners, ensuring shared responsibility and benefit.

By 2031, archaeology and museums will contribute directly to dignified livelihoods and creative economies. Conservation related skills, heritage tourism services, cultural product design, publishing and digital content creation will form a vibrant ecosystem of opportunity. Training, incubation and market support will encourage entrepreneurship rooted in heritage values, balancing economic viability with cultural integrity.

Tourism development will follow sustainability principles, prioritising quality of experience over volume. Visitor management systems, ecological safeguards, and community benefit sharing mechanisms will ensure that heritage sites remain protected while contributing to local prosperity. Heritage circuits and thematic trails will offer meaningful journeys that connect landscapes, stories and people.

Governance systems will be transparent, participatory, and data-driven. Heritage planning will be guided by clear standards, continuous evaluation and public engagement. Collaboration among research institutions, civil society, creative professionals and communities will foster innovation while safeguarding authenticity.

Vision 2031 ultimately positions archaeology and museums as living institutions that nurture identity, inspire learning, and strengthen social cohesion. By honouring the past while embracing the future, heritage will become a shared resource for knowledge, dignity and inclusive human progress.

3

CIVIL SUPPLIES
From Food Security to Nutritional Sovereignty

Context and Present Status

The state's public distribution system, which currently serves over 95 lakh households in five distinct categories, is a testament to the strength of institutional reach of the welfare state. Despite the shifts toward targeted distribution at the national level, the government has remained firm in ensuring that no family is left behind, utilizing tide-over allocations to support those outside the immediate priority ambit. This is supported by a formidable market intervention network of over 1,630 Supplyco outlets, providing 13 essential items at subsidized rates to stabilize the market and protect the common man from the vagaries of price inflation.

However, the present status also reveals emerging challenges that necessitate a paradigm shift. While the state has largely overcome the crises of infant mortality and absolute hunger, new vulnerabilities have surfaced. Data indicates a heavy reliance on a cereal-based diet, leading to high calorie intake but a persistent gap in dietary diversity. This "hidden hunger" results in micronutrient deficiencies, particularly anemia and stunted growth among children and women in specific geographies like Malappuram, Palakkad, and Idukki. Furthermore, the rise of lifestyle related health issues alongside traditional nutritional gaps creates a dual burden that the existing system must now address.

Potential for Transformation

The unique development of Kerala, known for high social standards and a health-conscious population, makes it possible for the state to lead a revolution in nutrition. There is an immense opportunity to leverage the existing infrastructure-the ration shops, the Supplyco network, and the growing K-Store model into holistic hubs for health and wellness. By integrating advanced technology, the state can move toward a "Smart PDS" that uses Artificial Intelligence for predictive logistics and Blockchain for an airtight, transparent supply chain.

The shift toward nutritional sovereignty also taps into the potential of local production and diversification. By incorporating millets, pulses and fortified foods into the distribution cycle, the state can stimulate local agriculture while simultaneously addressing the deficiency of proteins and minerals. The evolution of Subhiksha Hotels into centers that provide "nutritional meals" rather than just "food packets" represents a leap toward viewing nutrition as a fundamental right. By setting up a professional government team to enforce consumer rights, the state can ensure its people are the most protected and satisfied consumers in the country.

The Vision for 2031

The vision for the year 2031 is the creation of a society where the health of the citizen is the primary measure of the wealth of the nation. In the years ahead, the ration system will grow into a modern network that supports people through every stage of their lives. The journey begins with the youngest citizens; by 2031, a seamless coordination between the departments of Food, Health and Social Justice will ensure that the nutritional needs

of pregnant women, lactating mothers and children are met with surgical precision. The school midday meal program will be a central part of this plan. It will change into a high-nutrition system that includes milk, eggs, pulses, and millets. This is specifically designed to end anemia and growth issues among students.

Central to this vision is the introduction of the **Family Benefit Card**, a revolutionary tool that replaces traditional subsidy models with a flexible, Aadhaar based electronic system. This card will empower the most vulnerable families to access a diverse basket of goods ranging from vegetables and fruits to dairy products at empaneled stores, ensuring that economic constraints never dictate the quality of a family's diet. The traditional ration shop will have completely disappeared, replaced by the modern, multi-service K-Store. These stores will provide more than just grains by offering seasonal, locally grown and vitamin-rich foods, effectively connecting the farmer directly to the kitchen.

By 2031, the entire logistics chain from the procurement of grain to the final delivery will be monitored by a network of smart sensors and automated systems. Scientific godowns in every district, built through public private partnerships, will eliminate storage losses and ensure that the quality of food remains perfect regardless of climatic fluctuations. The use of facial recognition and iris scanning will ensure that the benefits reach the intended hands without the need for physical documentation, making the system truly inclusive for the elderly and the digitally marginalized.

Socially, the vision for 2031 sees community kitchens as places that provide both healthy food and a way for people to bond. These kitchens will serve as a buffer against the rising culture of junk food, providing affordable, healthy and hygienically prepared meals for those living alone or leading busy lives, while also acting as centers for the empowerment of women. In the area of protecting consumers, the vision will set up a Consumer Enforcement Wing. This team will have the power to investigate and punish cheating immediately. This ensures that as the economy moves online, consumers are not left at risk from dishonest ads or unfair business tricks.

The ultimate goal of Vision 2031 is to create a culture of "Nutritional Awareness". Through continuous education and transparent governance, the people will be empowered to make choices that lead to a longer, healthier life. The state will not only provide an adequate amount of calories but also act as a guardian of public health, making sure that the dream of a Kerala free of hunger becomes a reality with a population that is thriving, nourished, and healthy.

4

COOPERATION

Context and Present Status

The cooperation sector has evolved as one of the strongest pillars of inclusive development. It was born from collective effort and mutual trust and over the decades it has grown into a powerful social and economic movement. From primary cooperative societies to apex institutions, cooperation has provided people with access to credit, savings, marketing platforms, insurance and essential services. It has enabled small farmers, workers, women, youth and marginalised communities to become active participants in the economic process, not merely as beneficiaries, but as stakeholders.

At present, the cooperation sector operates through a wide network of institutions covering banking, agriculture, marketing, consumer services, housing, fisheries, dairy, handloom and other livelihood-based activities. The document highlights the extensive presence of primary agricultural credit societies, urban and rural cooperative banks and sector-specific institutions such as KAPCOS, PAPCOS and consumer cooperatives, which together form a strong institutional base for grassroots economic support. These institutions handle large volumes of deposits and credit, reflecting public confidence and financial relevance.

While digital initiatives such as HRMS, online services and integrated platforms like "Coop Kerala" and "One Line DCB" have been introduced to improve governance and service delivery , the pace of modernisation is uneven. Issues related to professional management, financial discipline, governance standards and operational efficiency remain key concerns.

The present phase therefore represents a moment of transition. Cooperation stands at a point where strong social roots exist, but future sustainability depends on innovation, transparency and the ability to respond to emerging economic realities. The strength of the sector continues to lie in people's trust, but this trust must now be reinforced through institutional reforms, digital transformation and a renewed social vision.

Potential

The cooperation sector carries immense potential to become the driving force of a people-centred economy. Its greatest strength is its democratic structure, which allows every member to be both a user and an owner. This unique feature positions cooperation as the most effective instrument for inclusive growth, especially in rural and semi-urban regions where formal financial systems often fail to reach the last mile. Technological advancement opens new horizons. Digital banking, mobile platforms, data-based decision systems and integrated service portals can transform cooperative institutions into smart and responsive organisations. The document outlines initiatives such as HRMS, digital loan systems, online settlement schemes like OTS and platforms such as "Coop Kerala" which aim to bring transparency, speed and efficiency into daily operations. These tools have the potential to eliminate delays, reduce human errors and strengthen accountability.

Sectoral diversification also offers wide opportunities. Cooperation can play a decisive role in agriculture by promoting value addition, food processing, storage and marketing. It can support micro, small and medium

enterprises by providing affordable credit, market linkages and capacity-building. The presence of specialised schemes in areas such as MSME support, waste-to-energy projects, care economy and cooperative entrepreneurship reflects a shift towards a more diversified development model.

Another major potential lies in social development. Cooperation can evolve as a platform for delivering welfare services such as health insurance, education loans, housing support, old-age care and disaster relief. With strong community presence, cooperative institutions are uniquely placed to respond quickly in times of crisis and to act as social safety nets.

In the coming years, cooperation can also emerge as a centre for youth engagement and women-led enterprises. By blending entrepreneurial culture with cooperative values, the sector can create a new generation of leaders who see cooperation not as an outdated structure, but as a modern and ethical economic model. This combination of technology, social inclusion and institutional depth gives the cooperation sector unmatched potential to shape the future development trajectory.

Vision

The vision for 2031 is to transform the cooperation sector into a dynamic, technology-driven, people-oriented system that leads inclusive economic growth and social well-being. Cooperation will no longer be seen only as a support mechanism for the vulnerable, but as a mainstream model of sustainable development where economic efficiency and social justice coexist.

In this vision, cooperative institutions will become smart institutions. Digital platforms will integrate all services, from savings and loans to insurance, marketing and welfare schemes. Every member will have access to digital accounts, real-time information and transparent transaction systems. Processes that once required long waiting periods and physical visits will be available through simple digital interfaces, enabling faster decision-making and greater convenience. Governance will be redefined through professionalism and accountability. Management will be guided by trained professionals supported by strong regulatory frameworks and digital monitoring systems. Financial discipline will be strengthened through regular audits, performance benchmarking and public disclosure of

key indicators. This will enhance credibility and attract greater participation from members and investors alike.

The cooperation sector will become a major platform for entrepreneurship. Young people will find in cooperation a space to innovate, start enterprises and create employment. Cooperative start-ups in agriculture, food processing, tourism, renewable energy, health services and digital solutions will flourish. Women-led cooperatives will play a central role in local economies, ensuring financial independence and social empowerment.

Agriculture and rural development will be revitalised through cooperative value chains. Farmers will not remain confined to production alone; they will participate in processing, branding and marketing. Cooperative storage facilities, cold chains and logistics networks will reduce wastage and ensure fair prices. Rural communities will witness the emergence of cooperative clusters that integrate production, finance, training and markets into a single ecosystem. Consumer cooperatives will become symbols of ethical markets. Quality products at fair prices, transparent pricing mechanisms and direct links between producers and consumers will redefine market culture. This will not only protect consumers from exploitation but also promote sustainable consumption patterns.

Social welfare will become a core function of cooperation. Cooperative insurance schemes will ensure health security, education support will enable access to knowledge, housing cooperatives will address shelter needs and care economy initiatives will provide services for the elderly and vulnerable. The document highlights the growing importance of care economy, geriatric care and palliative care under cooperative frameworks, pointing towards a future where cooperation becomes a guardian of social dignity.

Environmental sustainability will be integrated into all cooperative activities. Green finance, renewable energy projects, waste-to-energy initiatives and eco-friendly production systems will place cooperation at the forefront of sustainable development. Economic growth will be aligned with ecological responsibility, ensuring that development does not come at the cost of environmental degradation.

By 2031, cooperation will represent a new social contract between people and institutions. It will combine the efficiency of modern systems with the empathy of community-based organisations. Trust, transparency, participation and innovation will define its identity. Cooperative institutions will become centres of economic learning, social solidarity and democratic engagement.

The ultimate vision is a society where every citizen feels empowered through cooperation. Not as a passive recipient of schemes, but as an active partner in development. Cooperation will stand as a living example that growth can be inclusive, markets can be ethical and development can be humane. It will demonstrate that collective effort is not a limitation, but the greatest strength of a progressive and just economy.

5

CULTURE

Context

Culture in Kerala has evolved as a shared social process shaped by progressive reform movements, community life and public participation. Art forms, language, literature, ritual practices, theatre, cinema and folk traditions have functioned as instruments of dialogue, resistance and social transformation. Cultural activity has historically extended beyond elite spaces into villages, reading rooms, libraries, festivals and public gatherings, making culture a lived experience rather than a specialised pursuit.

At present, culture is supported by a wide institutional network that includes academies, cultural centres, museums, archives, libraries and festivals. There are sustained efforts to preserve heritage, document traditions, and promote artistic practice. Yet many cultural forms are fragmented. By instituting robust mechanisms for social security, livelihood stability, and long-term institutional backing, we can enable artists to pursue their craft with dignity and confidence. Strengthening welfare frameworks, expanding access to social protection, and integrating culture more closely with community life will not only secure artistic livelihoods but also renew cultural continuity in meaningful ways. This calls for forward-looking policies that recognise artists as essential contributors to social development and ensure that creativity thrives within a supportive and sustainable ecosystem.

Potential

In Kerala, given its varied cultural heritage, there is immense potential to strengthen social cohesion, creative expression and collective identity. The diversity of art forms, languages, oral traditions and contemporary practices offers a foundation for renewal rooted in heritage and openness. Cultural spaces can become centres of learning, dialogue and imagination, connecting generations and regions.

There is substantial scope to integrate culture with education, local governance, tourism and technology. Digitisation can preserve fragile traditions while widening access to cultural knowledge. Decentralised cultural planning can empower local bodies to nurture region-specific expressions. Artists and cultural practitioners represent a critical human resource whose creativity can shape social imagination when supported with dignity and stability. Culture also carries ecological, ethical and historical knowledge embedded in folk and tribal traditions, offering insights into sustainable and community-centred ways of living. The cultural institutions in Kerala can develop into full-fledged institutions that foster the dissemination of progressive, secular culture, a hallmark of the state's socio-political milieu.

Vision

By 2031, culture will be recognised and experienced as a living public space that shapes everyday life, strengthens democratic values and nurtures creativity across society. The vision is to ensure that a forward-looking, humanity-oriented culture is not confined to institutions or events, but permeates every social segment, thus building a strong presence in the social fabric.

Cultural participation will deepen across regions, generations and social groups. Local bodies will emerge as active cultural stewards, identifying, nurturing and sustaining their unique traditions, languages and artistic practices. Cultural activity will no longer depend primarily on seasonal festivals or isolated programmes, but will be supported as a continuous practice rooted in community life. Artists will occupy a central place in cultural development. By 2031, artists will experience greater livelihood security through stable support systems, transparent institutional processes and social protection measures. Artistic practice will be valued not only for its performance outcomes but also for its role in sustaining knowledge, identity, and creative continuity. Young artists will find pathways to learn, practice and innovate without being forced to abandon cultural careers due to economic uncertainty. Cultural institutions will transform into dynamic spaces of engagement rather than administrative structures. Academies, museums, libraries and cultural centres will function as hubs for research, documentation, training and dialogue with strong liaison with international organisations. These institutions will actively collaborate with global institutions, educational institutions, and community groups, enabling culture to interact with contemporary social questions and creative practices. Culture will also be recognised as a strong conduit for the state's overall economic development by integrating it with the prospects of tourism and other sectors.

Innovations in the creative economy can become a central pillar in revitalising Kerala's cultural institutions. By fostering new models of cultural entrepreneurship, encouraging collaborations between traditional art forms and contemporary industries, and supporting creative enterprises, the State can renew its cultural landscape with vitality and sustainability. Strategic investment in technology-enabled digital creative sectors—such as film, animation, gaming, digital archives, and online cultural platforms—will further expand opportunities for artists and cultural practitioners.

Heritage conservation will move beyond preservation of physical artefacts to include living traditions, oral histories, ritual practices and collective memory. Documentation and digitisation will be undertaken with sensitivity, ensuring that cultural knowledge is preserved without disconnecting it from practice. Heritage will be allowed to evolve organically, retaining relevance in changing social contexts.

Digital platforms will expand cultural access while complementing, not replacing, lived experience. Archives, manuscripts, recordings and performances will be made widely accessible, enabling intergenerational learning and global engagement. Technology will serve as a bridge between tradition and innovation, not as a substitute for human interaction.

Cultural education will be strengthened as an essential part of learning and social development. Schools and higher education institutions will encourage engagement with local art forms, literature and cultural history. Informal learning spaces such as workshops, cultural camps, and community programmes will foster social dialogue across generations, ensuring the continuity of knowledge and practice.

Cultural spaces will be reclaimed as commons. Public grounds, libraries, theatres and community halls will be revitalised as accessible spaces for expression and participation. Urban and rural planning will recognise the importance of cultural infrastructure in enhancing the quality of life and social well-being.

Cultural exchange will project Kerala's traditions and contemporary creativity while remaining rooted in local realities. Engagement with the global cultural sphere will strengthen confidence, openness and mutual learning.

By 2031, culture will act as a unifying force, mainstreaming progressive and humanitarian values, and integrating individual creativity with collective well-being. It will shape a society that is reflective, inclusive and confident, where culture is not an isolated sector but a living foundation of social life.

6

DAIRY AND ANIMAL HUSBANDRY

Context and Present Status

As the milestone of the 75th anniversary of the formation of Kerala approaches in 2031, a critical challenge remains in the quest for total food security: achieving self-sufficiency in the production of milk, meat and eggs. At present, a significant gap exists between the internal demand and the local production of these vital nutrients.

The dairy sector of Kerala has a strong network of dairy cooperative societies that ensures a stable market for farmers. Yet, the annual production of milk fluctuates between 25 and 27 lakh metric tonnes against a requirement of approximately 35 lakh metric tonnes. This deficit forces a reliance on imports from other states to meet nearly 25% of the milk needs of the population. The situation in the meat and egg sectors is even more pronounced, with production gaps reaching 30% and 60% respectively.

The current landscape is characterized by high production costs, primarily driven by the scarcity of land for fodder and an over dependence on external sources for cattle feed. Furthermore, the challenges of climate change and heat stress have begun to impact the productivity of the high-yielding crossbred cattle population. While the presence of small scale marginal farmers remains the backbone of the industry, there is an urgent need to transition from traditional subsistence farming to a more structured, entrepreneurial and technology-driven ecosystem.

Potential

The potential for growth within the livestock sector of Kerala is immense, driven by a domestic dairy market that is forecasted to grow at a significant rate of 12-13% annually between 2026 and 2031. By the end of this period, the overall market size is expected to reach a staggering INR 1,904.4 billion. This growth is not merely internal; the prospect for the export of value-added products like curd, ghee and milk powder to western and gulf countries presents an opportunity to bring global recognition to the dairy products of Kerala.

The strength of the state lies in its high digital literacy and the existing infrastructure of the cooperative sector. By leveraging the power of the Internet of Things (IoT) and the innovation of the startup ecosystem, the state can transform traditional farms into "Smart Dairy Villages". There is a growing interest among the youth to view dairying and meat production as viable business enterprises rather than just secondary occupations.

The geographical and social fabric of the state allows for an integrated farming model where dairy, poultry and meat production coexist with organic manure processing and bio-energy generation. With more than 25,000 hectares of additional land targeted for fodder cultivation and the induction of superior genetic milch animals, the foundation for a massive leap in productivity is already being laid. The shift toward value addition turning raw milk and meat into branded, high quality and safe food products represents the next forerunner of the economic evolution of the state.

Vision

The Vision 2031 for the dairy and livestock sector of Kerala is the realization of a self-sufficient, technologically advanced and carbon-neutral ecosystem that ensures the prosperity of the farmer and the health of the consumer. The vision envisions a future where the state no longer depends on external sources for its basic nutritional needs but instead becomes a hub for premium, safe and traceable food products.

Central to this vision is the enhancement of milk production to 35 lakh metric tonnes per annum, effectively closing the gap between demand and supply. This will be achieved by increasing the share of the cooperative sector in milk procurement from 27% to 40% and by raising the daily productivity of cows through scientific breeding and balanced nutrition. The vision aims to double the income of the farmer by reducing the cost of production through local fodder banks and by creating secondary income streams from the commercialization of bio-slurry, organic manure and compressed biogas.

The vision for 2031 imagines the landscape of Kerala dotted with 500 commercial dairy farms and 25 farmer producer organizations that lead the way in entrepreneurship. Every milch animal and its owner will be brought under a comprehensive insurance umbrella, providing a safety net against the vagaries of climate and disease. The "Dharmadam Vengad Global Dairy Village" will serve as a lighthouse project, demonstrating a farm-to-fork approach that integrates responsible tourism with high-tech milk processing and sustainable waste management.

In the meat and egg sectors, the vision is to eliminate dependency for import by increasing total production to 40%. This includes the establishment of 10,000 new enterprises in goat, cattle and pig rearing, alongside the creation of modern, hygienic slaughterhouses that adhere to international food safety standards. The "Kerala Brown Egg" will become a recognizable brand, supported by hundreds of commercial layer farms and thousands of mini-layer units managed by women's collectives and youth startups.

Technology will be the heartbeat of this transformation. By 2031, every milch animal will have a digital identity and every drop of milk will be traceable to its origin via blockchain and QR codes. IoT sensors will monitor the health and nutrition of cattle in real-time, while AI-based analytics will guide policy decisions at the government level. The dairy training centers of the state will be elevated to Centers of Excellence, ensuring that the workforce is skilled in the latest global practices of precision farming.

Ultimately, the Vision 2031 is to foster a culture of "Safe-to-Eat" products where the consumer has total confidence in the quality of milk and meat produced within the state. It is a vision of a green and resilient economy where dairying is not just an industry but a sustainable way of life that empowers the rural population and contributes significantly to the gross domestic product of the state. Through this holistic approach, Kerala will celebrate its 75th year as a beacon of self-reliance and excellence in the global dairy and livestock map.

7

ENERGY

Context and Present Status

The journey towards the year 2031 begins with a profound recognition that electricity is not merely a utility but the very bedrock of progress and industrial growth for the people of Kerala. At this juncture, the energy landscape of Kerala stands at a critical crossroads, shaped by the rising demands of a developing society and the pressing constraints of traditional power sources. Currently, the state navigates a reality where nearly 70 percent of its electricity requirement is met through imports. While Kerala has achieved the milestone of total electrification extending the grid even to the most remote tribal highlands through innovative solar-hybrid systems the reliance on external sources remains a challenge to absolute energy sovereignty.

The present framework is built upon a legacy of public sector commitment, where the Kerala State Electricity Board Limited (KSEBL) serves as the guardian of energy equity. However, the sector now faces global and national shifts, including proposed amendments to the Electricity Act that threaten the federal authority of states and the stability of public sector undertakings through increased privatization and the potential erosion of cross-subsidy systems. Despite these external pressures, the current status of the sector is defined by its resilience and a burgeoning transition toward green energy, with 1400 MW already integrated through rooftop solar initiatives. The state now prepares to move beyond being a consumer of power to becoming a sustainable producer, driven by the necessity to mitigate carbon emissions and adapt to the threats of climate change.

Potential

The geography of the state offers a vast, untapped playground for renewable energy, ranging from the perennial strength of solar and wind to the nascent possibilities of biomass and tidal energy. By modernizing existing hydroelectric stations and pioneering Pumped Storage Projects, there is a clear pathway to creating a balanced and reliable green grid. The emergence of "Hydrogen Valley Innovation Clusters" in Kochi and Thiruvananthapuram signifies the immense potential of the state to lead the nation in the green hydrogen ecosystem, spanning production, storage and distribution.

Beyond natural resources, the potential of the state lies in its human and technological capital. By collaborating with premier institutions like the IITs, Kerala is positioned to become a hub for research in Smart Grid technologies and cost-effective construction methods. The integration of Vehicle-to-Grid (V2G) technology offers a unique opportunity for citizens to become active participants in the energy economy, allowing electric vehicle owners to earn income by feeding power back into the grid during peak hours. Furthermore, the synergy between the energy and agricultural sectors specifically through the promotion of solar pumps and micro-irrigation holds the potential to turn every farm into a micro-power plant, ensuring that the benefits of energy innovation reach the very roots of the economy.

Vision 2031: A Resilient and Consumer-Centric Future

The Vision for 2031 for energy sector is to make Kerala a bold blueprint to a technically advanced, carbon-neutral and consumer-friendly energy powerhouse. This vision is anchored in the pursuit of self-reliance, aiming to shift from an import dependent model to one where 10,000 MW of power is made available through diverse internal sources and strategic power purchases. A cornerstone of this production strategy is the active utilization of public spaces, where the government will take decisive steps to implement solar parks, turning underutilized land into hubs of clean energy. The heart of this transformation is the commitment to a "Net Zero" transition, aligning the aspirations of the state with global environmental standards while ensuring that quality electricity remains affordable for all, including the most marginalized sections of the population.

By the year 2031, the energy infrastructure of Kerala will be a marvel of digital integration. The vision foresees a "Smart Grid" powered by Artificial Intelligence, Big Data analysis and Machine Learning to predict demand and maintain the system with unprecedented precision. The transmission network will be fortified with high-performance conductors and digital substations, ensuring that the flow of power is seamless and resilient against the unexpected and uncontrolled climate-related disasters. A comprehensive Long Term Transmission Plan will see the addition of 122 new substations and thousands of kilometers of extra-high tension lines, creating an energy corridor that fuels the industrial ambitions of the state.

Central to this vision is the complete modernization and safety of the distribution network. The objective is to guarantee a service that is reliable, safe, and of the highest quality. This will be achieved through a phased transition to underground cabling and the implementation of feeder automation and climate-resilient defense systems. Safety is paramount; therefore, existing lines will be systematically replaced with covered conductors based on priority, and specialized training centers will be established to foster an accident-free energy sector. The integration of advanced technologies like SCADA and Distribution Management Systems (DMS) will expand the control and efficiency of the network. Furthermore, the government will pioneer Low Voltage DC (LVDC) systems supported by solar and battery storage to modernize the consumer experience.

The Vision 2031 imagines a future where every service is available at the fingertips of the consumer through digital portals and mobile apps, supported by a robust Customer Relationship Management system. The modernization of Standard of Performance protocols will ensure that local offices are reimagined as 'Smart Sections.' These will serve as one-stop destination centers for advanced consumer needs, ranging from solar and EV facilities to sophisticated home automation support.

Sustainability in this vision extends to the very operations of the energy department. The full implementation of an Enterprise Resource Planning (ERP) system will ensure that the management of human resources, finances and projects is transparent and efficient. The vision also looks toward the horizon of innovation, exploring the use of thorium-based projects and the repurposing of available lands for energy production. Even the physical assets of the sector will serve a dual purpose, as the dams and landscapes of the electricity board are transformed into world-class Hydel Tourism destinations, aiming to generate significant revenue while strengthening the bond between the people and their public institutions. Furthermore, the expansion of rooftop solar programs will be extended to transform the state into a complete "Green Energy State", ensuring that the benefits of sustainable power are generated within every local community. The commitment to research and job creation will be realized through the establishment of new Research and Technology Incubation Centers in collaboration with premier institutions like the IITs, focusing on smart grid technologies, cost-effective construction, and the development of "Green Energy Parks" that attract public capital and generate diverse employment opportunities within the electric mobility ecosystem.

The ultimate goal of the Kerala government's Vision 2031 is to create an energy ecosystem that will serve as a national model for a sustainable transition. In this transition, the state will be a technologically advanced, energy-rich, and climate-resilient nation. This journey is more than just a technological advancement; it is the fulfillment of a pledge to give future generations a dependable, green, and promising future.

8

EXCISE

Context and Present Status

The excise department is a vital agency focused on the safety and health of the people. While it remains the second-largest source of income for the state, its most important job now is fighting the spread of harmful drugs and managing the sale of liquor in a responsible way.

Currently, the department faces new and difficult challenges. The rise of synthetic drugs and the use of the internet for illegal sales mean that old ways of working are no longer enough. The laws used today are very old and need to be updated to match the world of 2031. Better technology and modern tools are needed to keep the community safe from the growing threat of narcotics.

Potential

There is great potential to transform the department into a modern and helpful institution. By using new technology, such as mobile apps and digital tracking, the department can become much more efficient. There is also a huge opportunity to help the farmers of the state. By producing the spirit needed for the state right here in Kerala using local crops, it is possible to create many new jobs and help the local economy grow.

The traditional toddy industry also has a bright future. With the new Toddy Board, Kerala Toddy can be made a famous brand. This would not only protect the livelihoods of thousands of workers but also attract tourists who want to experience the authentic culture of the state. By focusing on education and

helping people through counseling rather than just punishment, the department has the potential to lead the way in making Kerala a healthier place for everyone.

Vision

The vision for 2031 is to create a "Drug-Free New Kerala." This is a future where every citizen can live safely and where the young people of the state are protected from the dangers of addiction. The intention is to change how addiction is viewed. Instead of seeing it only as a crime, the vision is to treat it as a health issue. This means building modern centers in every district to help people recover and get back to their normal lives.

To make this happen, the department will become a high-tech force. The vision 2031 visualizes a "State Narcotic Enforcement Bureau" that uses the latest digital tools to stop drug trafficking before it reaches our streets. Every process will be digital, making the work transparent and fast.

In the next ten years, the goal is for Kerala to be self-sufficient. We will produce what we need within our own borders, supporting our own industry and agriculture. The liquor policy will be made stable for five years at a time, giving businesses the confidence to invest and grow, especially in the tourism sector. This stability will help create a more professional and organized environment.

Education will be a pillar of this vision. Every school child will learn about the risks of drugs through

simple and engaging lessons. The department will work closely with local communities and groups like Kudumbashree to reach every home. The ultimate goal of the vision 2031 is to have a society that is strong, healthy and prosperous. By working together, the Excise Department will ensure that the future of the state is bright and secure for generations to come.

9

FINANCE

Context

Public finance forms the foundation of development, equity and democratic governance. Every public service, welfare initiative and infrastructure investment depends on the strength and direction of fiscal policy. In recent years, the economic environment has been shaped by global uncertainty, moderate national growth, inflationary pressures and structural transformation within the economy. These trends influence revenue flows, expenditure commitments and borrowing capacity.

The economy of Kerala has demonstrated resilience and adaptability. Per capita income remains above the national average, reflecting strong human development and a diversified economic structure. The services sector dominates economic activity, while manufacturing, construction and agriculture continue to contribute to employment and regional stability. At the same time, rising costs of living and sectoral price pressures demand prudent financial management to protect vulnerable sections.

Demographic change is reshaping fiscal priorities. An ageing population increases demand for healthcare, pensions and social protection. Rapid urbanisation creates new requirements for infrastructure, mobility, waste management and housing. District-level disparities in income and growth call for balanced regional investment. These realities underline the need for a financial vision that is forward-looking, responsible and inclusive.

Vision 2031 recognises that public finance must move beyond routine administration. It must become strategic, evidence-based and aligned with long-term development goals. The coming decade offers an opportunity to build a financial system that secures stability while enabling growth and social justice.

Potential

The financial architecture of Kerala rests on strong institutional foundations. Established treasury systems, legislative oversight, audit mechanisms and data infrastructure provide the capacity to undertake deeper reforms. The widespread adoption of digital platforms across government departments opens new possibilities for real-time monitoring and efficient service delivery.

The vibrant services sector, expanding urban centres and a skilled workforce create scope for broadening the tax base without imposing undue burden. Growth in knowledge industries, tourism, financial services and professional activities can generate stable revenue streams when supported by progressive policy frameworks.

Urban transformation offers another avenue of potential. As settlements evolve into urban clusters, there is scope to introduce innovative financing mechanisms for infrastructure. Planned urban growth can strengthen local government finances while improving quality of life.

Human capital remains one of the strongest assets. High literacy, skilled labour and entrepreneurial capacity can drive economic expansion, formalisation and innovation. With supportive policies, this can translate into higher productivity, increased compliance and sustainable revenue growth.

Technology is a transformative force. Integrated financial management systems, digital payments, data analytics and automated compliance tools can reduce leakages, improve forecasting and enhance transparency. The experience gained from technology-driven welfare delivery demonstrates that digital governance can significantly improve efficiency and targeting.

Vision 2031 seeks to harness these strengths and convert them into a comprehensive fiscal transformation that supports inclusive and sustainable development.

Vision

By 2031, public finance in Kerala will be defined by sustainability, efficiency and equity. Fiscal policy will actively shape development outcomes while safeguarding long-term stability. Financial decisions will be guided by evidence, transparency and a deep commitment to social justice.

Revenue mobilisation will be strengthened through improved compliance, rationalisation of exemptions and modernisation of tax administration. Digital platforms will simplify procedures, reduce compliance costs and enhance fairness. Non-tax revenues will be augmented through responsible management of public assets, rational user charges and innovative instruments that support infrastructure creation without compromising public interest.

Expenditure management will shift towards outcome orientation. Budget allocations will be clearly aligned with policy priorities and measurable indicators. Every major programme will be evaluated for effectiveness, efficiency and social impact. Resources will be redirected from low-impact activities to high-priority areas that generate tangible benefits.

Healthcare expenditure will respond proactively to demographic change. With an ageing population and rising incidence of lifestyle-related diseases, fiscal planning will prioritise preventive care, primary health systems and long-term care services. Investments in health infrastructure and human resources will aim to ensure universal access and financial protection.

Education and skill development will receive strategic attention. Financial allocations will align with emerging sectors such as digital technology, green industries and knowledge services. Strengthening vocational training, research and innovation ecosystems will support employment generation and productivity growth.

Urban infrastructure will be financed through a mix of public investment, institutional borrowing and innovative local revenue mobilisation. Sustainable transport systems, climate-resilient housing, water security and scientific waste management will form key pillars of urban fiscal strategy. Local self-governments will be empowered with predictable transfers and enhanced own-source revenue capacity, supported by performance-based incentives.

Debt management will be guided by prudence and transparency. Borrowings will be directed primarily towards capital formation and productivity-enhancing investments. Medium-term fiscal frameworks will project revenue, expenditure and liabilities over multiple years, ensuring predictability and discipline. Comprehensive disclosure of debt and contingent liabilities will strengthen public trust and market confidence.

Digital integration will transform public financial management. Real-time dashboards will track revenue flows, expenditure patterns and project implementation. Data analytics will support forecasting, risk assessment and policy evaluation. Artificial intelligence tools will assist in detecting anomalies and improving compliance. Citizens will have access to simplified fiscal information, fostering participatory governance.

Climate responsibility will be embedded within fiscal policy. Green budgeting practices will prioritise renewable energy, sustainable agriculture, disaster preparedness and environmental restoration. Public investments will account for climate risks, ensuring that infrastructure is resilient and future-ready. Fiscal planning will recognise that environmental sustainability and economic stability are inseparable.

Social equity will remain central. Targeted welfare programmes will be strengthened through efficient digital verification systems. Gender-responsive budgeting will address disparities and promote economic participation of women. Special attention will be given to lagging districts and vulnerable communities, ensuring balanced regional development and shared prosperity.

Economic expansion will complement fiscal consolidation. Policies that stimulate entrepreneurship, small and medium enterprises, tourism, manufacturing clusters and value-added agriculture will expand the revenue base organically. Formalisation of enterprises and labour will enhance predictability and stability of revenue streams.

Transparency and accountability will reach higher standards. Fiscal risk statements will accompany annual budgets. Independent evaluations will inform policy adjustments. Strong audit systems and legislative oversight will be supported by advanced data tools. Public finance will become more open, accessible and understandable to citizens.

By 2031, public finance in Kerala will evolve into a dynamic and responsive system that balances growth with discipline and innovation with caution. It will inspire confidence among citizens, investors and future generations. Financial stewardship will ensure that present development needs are met without compromising long-term stability.

Vision 2031 therefore represents not merely a fiscal strategy, but a commitment to responsible governance. It envisions a future where every rupee is mobilised wisely, spent effectively and accounted for transparently. With determination, innovation and inclusive commitment, Kerala will move towards 2031 with a financial system that is resilient, equitable and development-driven.

10

FISHERIES

Context and Present Status

The maritime history of the region is deeply intertwined with the social and economic fabric of the people. Kerala has a 590-kilometer coastline and many rivers and lakes that provide food and jobs for millions of people. Over the last decade, significant progress has been made in the empowerment of the fishing community. Initiatives like the *Punargeham* project have addressed the critical need for safe housing by relocating thousands of families from zones vulnerable to sea erosion. The *Vidyatheeram* project has opened doors to professional education for the children of fishers, ensuring that the next generation is equipped for a diverse range of careers.

Presently, the sector is in a phase of transition. While traditional methods continue to sustain many, there is an increasing integration of technology and scientific management. The successful implementation of the *Suchitwa Sagaram* project, which focuses on removing plastic waste from the ocean, underscores a growing commitment to the health of the marine ecosystem. In the realm of aquaculture, the *Janakeeya Matsyakrishi* project has doubled production through the promotion of sustainable farming practices in inland waters. While the sector faces growing threats from climate change, lower fish numbers, and a need for better facilities, the community remains strong. Now is the perfect time for a major upgrade in technology and structure to ensure a wealthy and sustainable future for all.

Potential

The potential of the blue economy is immense and largely untapped in its full scientific and commercial capacity. The geographical advantage of the region, positioned along major international shipping routes, offers a unique opportunity to transform the coast into a global hub for seafood processing and export. With the operationalization of the Vizhinjam International Seaport, the logistics of reaching European and Asian markets will be significantly streamlined, cutting transport times and enhancing the competitiveness of products from the region. Deep-sea fishing and tuna development offer great potential. By moving focus away from over-used coastal waters, these oceanic riches can be harvested sustainably.

Inland waters and reservoirs offer great opportunities to grow different types of fish using advanced methods like biofloc and recirculatory farming. The integration of paddy cultivation with shrimp and fish farming the "One Paddy, One Fish" model not only ensures ecological balance but also maximizes the income of farmers. Beyond production, the potential for value addition is enormous. By establishing integrated processing parks, the sector can move beyond the export of raw materials to sophisticated, ready-to-eat, and nutraceutical products that command high value in international markets. Furthermore, the growth of aqua-tourism and the preservation of coastal heritage can create new avenues for alternative livelihoods, ensuring that the benefits of the blue economy reach every household in the coastal belt.

Vision 2031

The vision for 2031 is the realization of a technologically advanced, environmentally sustainable, and socially

equitable blue economy. By the end of this decade, the vision visualizes a sector where the ocean is clean, the fishing fleet is smart and the fisher is secure. This is a commitment to a future where the prosperity of the people is built on the health of the environment. The primary objective is to increase marine production to 8.5 lakh tonnes and inland production to 3.5 lakh tonnes, ensuring that the region remains a leader in the national and global fisheries landscape.

Central to this vision is the transformation of the fishing fleet. By 2031, at least 50% of the vessels will belong to the "Smart and Green" category. The transition from kerosene-based engines to hybrid propulsion systems, utilizing LPG, solar energy and electricity will significantly reduce the carbon footprint of the sector and lower the operational costs for fishers. Every vessel will be equipped with advanced navigation, communication and safety systems, ensuring that no life is lost at sea due to a lack of technology. Real-time data platforms and artificial intelligence will guide the fishers to potential fishing zones, optimizing effort and protecting the stocks from overfishing.

High-tech fishing harbours and smart fish landing centers will be developed as centers of economic activity, featuring automated auction systems and impeccable hygiene standards. The "Kerala Marine Gold" brand will be known worldwide for its high quality. A strong cooling system and clear tracking will ensure every fish stays fresh from the moment it is caught until it reaches the tables. Integrated aqua-parks and bioparks will be centers for new ideas. Here, researchers and business owners will work together to turn fish waste into valuable items like collagen and fish oil, making sure nothing goes to waste in a circular economy.

The social vision for 2031 focuses on the complete empowerment of the fishing community. The government envisions a state where every fisher family lives in a safe, climate-resilient home equipped with modern amenities. The "Blue Card" system will provide a unified digital identity for all fishers, ensuring seamless access to insurance, pensions, and welfare services as a matter of right. Education will be the primary tool for social mobility. The Kerala University of Fisheries and Ocean Studies (KUFOS) will be elevated to a global center of excellence, fostering international collaborations and student exchange

programs. Through the "Thozhiltheeram" project, the youth of the coastal areas will be trained in cutting-edge fields like robotics, AI, and digital marketing, allowing them to participate in the global knowledge economy.

Gender justice and the empowerment of women are non-negotiable pillars of this vision. By 2031, the participation of women in all levels of the fisheries value chain will increase to 60%. Through the Society for Assistance to Fisherwomen (SAF), thousands of micro-enterprises, including "The Taste of Kerala Seas" restaurants and modern processing units, will be established, making women the primary drivers of the coastal economy. Health and wellness will be prioritized through the "Ayush Theeram" project, providing specialized medical care and regular health check-ups for the community.

Protecting the environment will be the core of every project. Through the "Clean Sea - Green Coast Mission," fishers will act as the guardians of the ocean. By replanting mangroves, building artificial reefs, and protecting natural fish nurseries, we will save the ocean's variety of life for future generations. By 2031, the coastal villages will be declared addiction-free and waste-free, serving as models of sustainable living. This vision for 2031 is not just a plan for the fisheries sector; it is a blueprint for a prosperous, dignified and resilient future for the entire coastal population of the region.

11

FOREST AND WILFDLIFE

Context and Present Status

The current landscape of forest management in Kerala stands at a critical juncture. Significant efforts have been dedicated to the restoration of natural forests and the mitigation of human-wildlife conflict, yet the challenges remain manifold. At present, the state is actively implementing the Natural Forest Restoration Policy of 2021, focusing on reviving degraded ecosystems and promoting indigenous flora and fauna. This approach recognizes that the health of our forests is intrinsically linked to our water and environmental security.

Existing infrastructure within the forest department has already begun integrating modern technologies, such as digital surveys for boundary demarcation and the implementation of AI-driven real-time alert systems for forest fire prevention. Furthermore, community engagement through participatory forest management institutions like Vana Samrakshana Samithi (VSS) and Eco-Development Committee (EDC) remains the backbone of conservation strategy, ensuring that the voices of those living closest to the wild are heard and integrated into governance. Despite these strides, the growing intensity of climate change and the complexities of wildlife movement necessitate a more dynamic and aspirational framework to ensure a secure future for all living beings.

Potential

The potential of kerala's emerald forests extends far beyond their aesthetic beauty, they are the primary engines of our green economy. By tapping into the vast possibilities of ecosystem services ranging from carbon sequestration to water conservation there is immense scope to generate sustainable revenue while preserving biological integrity. The strategic development of "Kerala Forest Brand" for timber and non-timber forest products offers a unique opportunity to position the sustainable resources in global markets, thereby enhancing local livelihoods.

Moreover, the expansion of green cover outside traditional forest areas through agroforestry and the creation of urban forests present a significant avenue for achieving carbon neutrality. The synergy between local self-government bodies and the forest department can transform the cities into climate-resilient havens. Eco-tourism, when modeled on public-private partnerships and inclusive design, holds the promise of making nature accessible to all, including the elderly and persons with disabilities, while providing stable economic growth for forest-dependent communities.

The Vision for 2031

The vision for 2031 is to create a vibrant, bio-diverse environment where nature and human society thrive in harmonious coexistence, ensuring the security of water and ecology for generations to come. The cornerstone of this vision is the realization of a Carbon Neutral Kerala, achieved through massive afforestation and the restoration of natural ecosystems to their Indigenous glory. The vision visualizes a future where the conflict between humans and wildlife is minimized through a compassionate, technology-driven social approach, ensuring that every citizen living near the forest feels safe and empowered.

By 2031, forests will be managed through a "Digital Twin" of the Western Ghats, an advanced technological platform that monitors biodiversity and climate changes in near real-time, allowing for data-driven, scientific interventions. Every service provided by the forest department will be at the fingertips of the citizens, ensuring a transparent, people-friendly and efficient administrative culture. The vision aspires to eliminate deaths from snakebites entirely, moving toward a "Zero Snakebite Death Kerala" through integrated emergency response and community awareness.

The vision encompasses a profound transformation of eco-tourism into a model of responsible and sustainable travel, where every visitor leaves with a deep seated consciousness for conservation. It foresees a state where the cultural heritage and traditional knowledge of Kerala's forest dependent communities are not only protected but are also digitally preserved for posterity, ensuring they are equal partners in our developmental journey. The urban landscapes will be dotted with "Nagaravanams" and "Vidyavanams," serving as the green lungs of expanding cities and fostering environmental literacy among youth.

Ultimately, the goal is to establish a robust "Green Economy Framework" where the benefits of carbon credits and ecosystem services flow directly to the grassroots, making conservation a viable and rewarding way of life. Through modernization of infrastructure, scientific restructuring of administrative boundaries and specialized wings for cyber-security and forensics, the forest department will evolve into a world-class guardian of the wild. This is Kerala's commitment to a future where the green canopy of Kerala continues to protect and nourish the dreams of its people.

12

GENERAL EDUCATION

Context and Present Status

Education is the deepest investment a society can make in its future. It is through education that knowledge is transmitted, values are nurtured, social mobility becomes possible, and democratic consciousness takes root. General education, in particular, plays a defining role in shaping the intellectual and moral foundations of every generation. Schools are not merely spaces for academic instruction; they are social institutions where individuals learn to think, collaborate, question, create, and live together.

The present general education system has evolved through a long historical process. Kerala now occupies a leading position in India's school education sector, consistently leading in literacy, enrollment ratios, and school infrastructure. With a literacy rate of 94%, the State ranks first in the country. This success is built on a strong foundation of inclusive schooling universal literacy, free education, mid-day meals, and transport support ensuring that education is a public good rather than a privilege.

Our schools have regained community trust, evidenced by high enrollment and the lowest school dropout rate in the country. In the 2024-25 period alone, Kerala managed 12,945 schools, with a significant 81% of students following the State curriculum. The Kerala Government is now taking every possible step to improve the quality and standards of education. Increasing the quality of education at the school and higher education-level is the thrust area for the 14th Five-Year Plan. Through projects

such as Vidya Kiranam, a component of the Nava Kerala Mission which is a continuation of PothuVidyabhyasa Samrakshana Yajnam and the Kerala Knowledge Economy Mission, the Government aims to make drastic changes at the school and higher education levels.

Recent years have marked a new phase of modernization through the Samagra Gunamenma Vidyabhyasa Padhathy, which upholds quality education as a pupil's right. Large-scale school renovations and digital classrooms have transformed the learning environment. Projects like KIIIFB have funneled hundreds of crores into infrastructure, ensuring that over 99% of government schools now have access to drinking water and essential sanitation facilities. Initiatives such as VICTERS, School Wiki, E-cube English, robotics education, AI integration, and the STREAM ecosystem have reshaped teaching practices. Furthermore, inclusive policies have addressed the needs of children with disabilities, tribal communities, and coastal regions. Today, general education stands at a critical juncture, moving into a phase of systemic transformation grounded in technology, equity, and innovation.

Potential

The potential of general education lies in its capacity to redefine both individual lives and the collective future of society. As we look toward 2031, Kerala is uniquely positioned to build an integrated system that links general education with higher education and skill training. This will improve employability and prepare our youth for a knowledge-based global economy.

There is immense potential to bridge the remaining digital divide by extending technological benefits to every section of society. By focusing on academic excellence and improved connectivity, the system can ensure that every student has access to digital learning materials and global library networks.

Moreover, the education system can serve as a powerful driver for socio-economic growth. Beyond traditional academics, there is room to further integrate arts, sports, and vocational exposure, helping students discover their true strengths. The vision for 2031 is to create a resilient society where every learner is empowered to shape the future with confidence and compassion—transforming minds rather than just transferring knowledge.

Vision

The vision for 2031 is to build a human-centred, inclusive and future-ready general education system that empowers every learner to realise their full potential. Education will no longer be defined by examination scores or rigid curricula, but by the holistic development of individuals who are intellectually capable, socially responsible and emotionally resilient. In this future, schools will function as vibrant learning ecosystems. Learning will be experiential, exploratory, and interdisciplinary. Students will explore science through real experiments, understand society through community engagement and develop creativity through art, sports and cultural expression. Knowledge will not be confined to textbooks; it will emerge through projects, social dialogue, research and reflection.

Technology will be seamlessly integrated into everyday learning. Digital classrooms, AI-based learning tools, virtual labs and open educational resources will enable personalised learning pathways. Students will use technology for creation, collaboration and problem-solving. Coding, data literacy and digital ethics will become essential life skills.

Teachers will emerge as mentors and facilitators. Their role will shift from delivering content to guiding learning journeys. Continuous professional development will ensure that teachers remain updated, reflective and innovative. Research culture within schools will promote experimentation and critical inquiry. Inclusion will be the moral foundation of the system. Children with different abilities, backgrounds and identities will learn together

in supportive environments. Learning spaces will be accessible, curricula will be flexible and assessment systems will recognise diverse forms of intelligence. Education will become a powerful instrument for reducing inequality and strengthening social cohesion.

Assessment will undergo a fundamental transformation. Continuous evaluation, portfolio-based assessment, peer feedback and project outcomes will measure real learning. Success will be defined not by memory, but by understanding, creativity and application. General education will also nurture strong social values. Environmental responsibility, gender equality, democratic participation, cultural pluralism and ethical reasoning will be embedded in everyday learning. Students will grow as conscious citizens capable of empathy, social dialogue and collective action.

By 2031, education will be deeply connected to life and work. Career guidance, vocational exposure, entrepreneurship labs and community service will help students discover their strengths and aspirations. Learning will support not only employment, but meaningful living. Ultimately, the vision is to create an education system that prepares individuals not just for jobs, but for life. A system that does not merely transfer knowledge, but transforms minds. A system that does not compete for rankings, but cultivates wisdom. In this vision, general education becomes the foundation of a humane, innovative and resilient society, where every learner is empowered to shape the future with confidence and compassion.

13

HEALTH AND WELL-BEING

Context and Present Status

Over several decades, Kerala has built a health system that reflects sustained commitment to human development, equity and social responsibility. Continuous public investment, decentralised governance and strong community participation have shaped services that deliver measurable outcomes. Life expectancy has reached 75.1 years. Infant Mortality Rate is 5 and Maternal Mortality Ratio is 30, indicating steady progress in maternal and child health. Institutional deliveries are almost universal and immunisation coverage remains consistently high. These outcomes result from coordinated functioning of public institutions supported by local governments and active citizen engagement.

Primary healthcare has been strengthened through systematic reforms. Transformations of Primary Health Centres into Family Health Centres, expansion of Janakeeya Arogya Kendrams and implementation of standard treatment protocols have improved access and quality. Organised screening programmes for cancers, non-communicable diseases, and geriatric health conditions are implemented across districts. Digital health records now cover more than 2.59 crore individuals, improving continuity of care and enabling evidence based planning.

Secondary and tertiary services have expanded in scale and capability. The number of medical colleges increased from 8 to 14 between 2016 and 2025. District and taluk hospitals provide chemotherapy, cardiac care, stroke management and specialist consultations. Cancer care is organised through a coordinated network linking tertiary centres with district facilities. Dedicated stroke units and metabolic clinics provide early diagnosis, specialised treatment and structured long term management of conditions such as stroke, diabetes and other lifestyle related disorders. Palliative care services are available across districts including secondary units functioning under Indian Systems of Medicine and Homeopathy. Indian Systems of Medicine and Homeopathy are integrated within public health services. More than 3000 doctors serve under AYUSH systems. An International Research Institute of Ayurveda is under development to strengthen scientific validation and promote global engagement. Integration of AYUSH services in geriatric care and palliative services has begun in several districts.

Medical education capacity has expanded substantially. Government medical colleges offer over 4000 undergraduate seats and nearly 1400 postgraduate seats. Collaboration in virology, biotechnology and One Health initiatives has strengthened disease surveillance and research capacity. A Centre for Disease Control supports coordinated epidemiological monitoring and response.

Despite these achievements, demographic and epidemiological transitions present significant challenges. Non-communicable diseases contribute to the largest share of morbidity and premature mortality. There is a steady rise in newly reported cancer cases and a considerable proportion is diagnosed at advanced stages. Demographic ageing is progressing steadily leading to increased demand for long term and supportive care services. Mental health conditions and substance use

disorders are increasingly reported across different age groups. Out of pocket expenditure for chronic and specialised treatment continues to place financial strain on households. Dentistry and oral health services require stronger integration into primary care delivery. Research output from medical institutions requires structured policy direction and greater translation into public health practice. These emerging realities require a comprehensive and forward looking strategy for 2031.

Potential

The health system in Kerala has institutional strength, skilled human resources and sustained public trust. These strengths provide a strong foundation for advancing towards a more integrated and resilient model of care.

Primary healthcare can evolve into a comprehensive service platform that coordinates preventive, promotive, curative and rehabilitative services throughout the life course. Family Health Centres can integrate management of non-communicable diseases; dental screening, mental health services, geriatric care and AYUSH based wellness services within a unified framework. Strengthened referral pathways linking primary facilities with taluk hospitals and medical colleges can ensure continuity and reduce fragmentation of care. Expansion of digital health integration can reduce duplication of investigations and improve adherence to long term treatment plans.

Demographic transition provides opportunity to design structured healthy ageing programmes. Expansion of geriatric clinics, dementia screening services, physiotherapy support and home based palliative care can address increasing demand. Integration of AYUSH therapies in chronic pain management, preventive health and rehabilitation can improve quality of life while reducing long term treatment costs. Dentistry requires focused development within public health delivery. Oral cancer burden, tobacco related morbidity and diabetes associated complications highlight the need for systematic screening and early intervention. Establishment of dental units at block level linked with dental colleges can strengthen preventive and restorative services. School based oral health education programmes can promote hygiene practices and reduce risk exposure from early years.

Medical education can align more closely with evolving public health priorities. Curriculum reforms can emphasise family medicine, emergency care, oncology, geriatrics, integrative medicine and digital health. Skill laboratories and simulation based training can enhance clinical competence. Nursing and paramedical education can expand to support chronic disease management, rehabilitation and elderly care services.

Research capacity can be strengthened through coordinated policy direction. Medical colleges can adopt structured annual research targets linked to accreditation and institutional performance. Translational research connecting laboratory findings with clinical practice and community health interventions can be prioritised. Application of artificial intelligence in pathology, radiology and epidemiological surveillance can improve diagnostic accuracy and address specialist shortages. AYUSH systems offer significant potential for preventive and community oriented care. Evidence based protocols, clinical research and interdisciplinary collaboration can strengthen credibility and acceptance.

Financial protection mechanisms can be strengthened through improved public provision of medicines and diagnostics, strategic purchasing and rational regulation of private providers. Quality assurance frameworks can ensure standardised services and patient safety. Preparedness for emerging infections and climate related health risks can be reinforced through comprehensive digital reporting systems, adult vaccination strategies and strengthened biomedical waste management practices.

With coordinated planning and sustained commitment, the health sector can contribute not only to social well-being but also to knowledge generation, innovation and employment growth.

Vision

Vision 2031 seeks to ensure that every person in Kerala has access to comprehensive, affordable and quality health services throughout life. Health is recognised as a shared social responsibility and a foundation for sustainable development. The objective is not only longer life but healthier years lived with dignity, security and opportunity.

Primary healthcare will provide integrated services covering prevention, early diagnosis, treatment, rehabilitation and palliative care. Organised screening

programmes will address non communicable diseases, common cancers, oral health conditions and mental health disorders. Electronic health records will ensure continuity of care across all levels. Tele-consultation networks will extend specialist support to remote and underserved regions. Dentistry will become a routine component of public health delivery. Preventive oral screening, management of common dental conditions and early detection of oral cancer will be available at block and district levels. Tobacco cessation counselling and oral hygiene promotion will be integrated within community health outreach.

AYUSH services will function within a coordinated and evidence based framework. Ayurveda, Siddha, Unani, Yoga and Homeopathy will contribute to preventive care, chronic disease management, rehabilitation and palliative services. The International Research Institute of Ayurveda will advance scientific validation and global collaboration. Standard referral systems between AYUSH and modern medicine will ensure continuity and safety of care. Secondary and tertiary facilities will provide timely specialist services including oncology, cardiology, neurology and geriatrics across districts. Expansion of radiation therapy facilities and advanced diagnostics will reduce travel burden. Digital technologies and artificial intelligence applications will strengthen accuracy, efficiency and accessibility.

Medical education will undergo structured reform to respond to emerging needs. Curriculum will emphasise preventive medicine, family practice, geriatrics, oncology, digital health and emergency preparedness. Community based exposure will strengthen social accountability. Continuous professional development will ensure updated clinical competence and ethical practice.

Research will be institutionalised as a central component of health governance. A coordinated research framework will link medical colleges, research institutes and public health agencies. Priority areas will include non communicable diseases, ageing, mental health, infectious disease surveillance and climate related health risks. Research findings will guide evidence based policy formulation and programme implementation. One Health research integrating human, animal and environmental health data will strengthen preparedness and response.

Healthy ageing will receive sustained attention through expansion of geriatric services, home based physiotherapy and palliative care support. Digital tools will assist monitoring of homebound individuals. Community networks will promote social inclusion and safety of older persons.

Mental health services will be integrated into primary care with emphasis on early identification, counselling and follow up. School and workplace initiatives will promote psychological well being and resilience.

Financial protection will be strengthened through universal access to essential medicines, diagnostics and specialist services within public institutions. Publicly financed insurance mechanisms will reduce financial strain on households. Transparent quality standards will safeguard patient safety and accountability.

Public health preparedness will be strengthened through comprehensive disease surveillance, laboratory capacity expansion and rapid response systems functioning in all districts. Adult vaccination strategies and migrant health monitoring will enhance resilience. Collaboration across departments under a One Health framework will address emerging infectious threats and environmental health risks.

Vision 2031 aims to build a health system that remains responsive to changing demographic and epidemiological realities while preserving the values of equity and collective responsibility that have guided progress in Kerala. The goal is to ensure that health continues to support social development, economic productivity and human dignity for every individual.

14

HIGHER EDUCATION

Context and Present Status

At this historic juncture, as the 75th anniversary of Kerala's formation is celebrated, a significant transformation is underway in the landscape of human development. The established "Kerala Model," built on the firm foundations of high literacy, social justice, and inclusive growth, has long served as a beacon for the nation. However, as the global environment shifts toward a knowledge-based economy defined by rapid technological leaps and innovation-driven industries, the current system is evolving to meet these new realities.

The current state of higher education reflects remarkable resilience and progress, with the Gross Enrollment Ratio at an impressive 41.3%, significantly outpacing the national average of 28.4%. This success is supported by a robust infrastructure of 14 Universities and 1,448 Colleges, including specialised institutions under the Directorate of Collegiate Education and Technical Education. In the 2024-25 academic year alone, over 3.02 lakh students became eligible for higher studies, with a Gender Parity Index of 1.44 proving that the state has successfully empowered women in the academic sphere. Institutional quality is also on a steady rise, evidenced by over 400 institutions securing NAAC accreditation. Furthermore, the system has prioritised social equity, as seen in the steady pass percentages of SC and ST students, ensuring that the fruits of education reach every corner of society.

Potential

The potential of Kerala lies in its unique socio-cultural fabric and its ability to adapt global best practices to local contexts. By drawing on international models, such as innovation ecosystems, the state is well-positioned to become a global education hub. The vision for 2031 is to reimagine universities as centres of social transformation that move beyond traditional teaching to engage in community development and public policy actively. Selected institutions are being transformed into institutions of excellence, prioritising innovation and flexible industry partnerships.

The state also has immense potential for digital leadership through the "K-Learn" platform, which will connect all colleges and universities into a unified learning ecosystem. This digital empowerment is complemented by the "Study in Kerala" initiative, which aims to attract 10,000 international students and 30,000 students from other parts of the country annually. By focusing on 21st-century skills and continuous curriculum reforms, the state is creating a learner-centred ecosystem. This approach strengthens academia-industry partnerships and encourages entrepreneurship, ultimately building a "Nava Keralam" where higher education is the driving force for sustainability, equity, and global excellence.

Vision

The government's vision for 2031 is to elevate the state into a premier global hub for higher education, research, and innovation. This involves a radical redesign of the educational architecture to ensure that every student, regardless of their background, has access to quality learning and meaningful employment.

The cornerstone of this vision is the creation of four specialised "Higher Education Cities", with

Thiruvananthapuram emerging as a centre for science, technology and international relations, Kochi as a centre for global commerce, maritime studies and artificial intelligence, Kozhikode as the seat of liberal arts, digital humanities and cultural heritage, and Thrissur excelling in performing arts, Ayurveda and agricultural technologies. Similarly, the regional potential of other locations would also be explored. All technical institutions will be developed into state-of-the-art centres of excellence across various streams of science and technology, with modern infrastructure and equipment.

Digital empowerment is central to this future. By 2031, a state-wide digital learning structure will link all colleges and universities through the "K-Learn" platform, providing every student with access to a vast basket of courses from experts across the state. Classrooms will be dynamic spaces where artificial intelligence and virtual reality personalise the learning experience.

The "Study in Kerala" initiative aims to attract at least 10,000 international students and 30,000 students from other parts of the country annually. This will be supported by a unified digital platform for admissions and visa processing, alongside the establishment of multicultural support centres in major cities.

Ultimately, the vision for 2031 is to build a "Nava Keralam"—a knowledge society where higher education is the driving force for sustainability, equity and global excellence. This blueprint ensures that the state remains a living laboratory of democracy and a leader in the global knowledge economy.

15

HOME AFFAIRS

Context

Public safety and internal security form the foundation of social stability, economic development and public confidence. A secure environment allows people to work, travel, study and live without fear, while strong institutions ensure that rights are protected and laws are respected. Over the years, systems responsible for policing, emergency response, disaster management, fire and rescue services and correctional administration have played a critical role in maintaining this balance and supporting everyday life.

In recent times, society has undergone rapid and complex change. Climate-related events such as floods, landslides and extreme weather have become more frequent and severe, placing unprecedented demands on disaster preparedness and response systems. Growing urbanisation, expanding road networks and increased mobility have intensified pressure on public spaces and transport systems. Digital expansion has transformed communication, commerce and governance, while also creating new forms of crime such as cyber fraud, online exploitation, financial deception and data misuse. Organised crime and narcotics networks have adapted quickly, using technology, digital platforms and complex financial systems to evade traditional enforcement methods.

Public safety institutions have responded with dedication and resilience, particularly during disasters, emergencies and periods of heightened risk. Police forces, fire and rescue services, disaster response teams and correctional institutions have demonstrated commitment under challenging conditions. However, many existing processes continue to rely on fragmented coordination, manual decision-making and delayed information flow. Emergency services often operate under strain due to uneven infrastructure and limited real-time integration. Investigation and prosecution face challenges related to delays, capacity gaps and the need for stronger scientific and technological support. Vulnerable groups continue to face safety concerns that demand more preventive, accessible and sensitive responses.

These realities underline the need for a renewed approach to public safety and internal security. Safety can no longer rely mainly on response after harm has occurred. The coming decade requires systems that anticipate risks, prevent incidents and respond swiftly and effectively when emergencies arise. Vision 2031 is framed with this understanding and seeks to strengthen safety through preparedness, integration, professionalism and public trust.

Potential

Strong social awareness, high literacy and active civic participation provide a powerful foundation for advancing public safety and internal security. Communities have repeatedly demonstrated willingness to cooperate with authorities during emergencies, disasters and public initiatives. This sense of collective responsibility is a major strength that can be further harnessed for prevention, preparedness and rapid response.

Digital readiness offers significant opportunity. Large volumes of information are already generated

through surveillance systems, emergency call networks, traffic management tools and administrative databases. When these systems are integrated and analysed effectively, they can help predict accidents, identify emerging crime patterns, manage crowds and issue early warnings for disasters. Technologies such as artificial intelligence, satellite monitoring, geographic information systems and real-time communication platforms can dramatically improve decision-making, coordination and response speed.

Human resources represent another major strength. Police personnel, fire and rescue staff, disaster response teams and correctional officers have demonstrated adaptability and resilience under difficult conditions. With targeted training, professional specialisation, ethical frameworks and mental health support, effectiveness and morale can be further strengthened. Youth, students, volunteers and community organisations also present untapped potential as first responders and safety partners, enhancing preparedness at the local level.

Justice delivery systems offer scope for transformation. Scientific investigation methods, modern forensic capabilities, digital case management and specialised prosecution can reduce delays, improve accuracy and strengthen fairness. Correctional institutions have the potential to move beyond confinement towards rehabilitation, skill development and reintegration, contributing to long-term social stability and reduced repeat offences. The greatest potential lies in viewing safety as a shared responsibility. When institutions, communities, technology and governance work together in a coordinated manner, safety becomes a collective value rather than only an administrative function. Vision 2031 aims to convert this potential into lasting confidence, resilience and public trust.

Vision
Vision 2031 imagines a future where safety is experienced as a normal and reliable part of daily life. People will travel, work, study and interact in public spaces with confidence, knowing that risks are minimised and support systems are dependable. Protection will no longer depend primarily on action taken after an incident occurs. Prevention, preparedness and timely response will form the core of public safety.

Preparedness will guide all aspects of safety planning. Early warning systems will identify floods, landslides, fires and extreme weather well in advance, allowing timely preventive action. Satellite-based mapping, real-time monitoring and predictive analysis will help authorities recognise vulnerable areas and emerging risks. Clear and consistent communication will ensure that communities receive accurate information and guidance, enabling calm, informed and effective response during emergencies.

Emergency response systems will function as a single, integrated network. Police, fire services, ambulances, hospitals and disaster management agencies will operate through coordinated command structures and shared information platforms. During accidents, medical emergencies or disasters, assistance will reach people quickly, particularly during the critical first hour. Well-trained personnel, modern equipment and clear operational protocols will significantly reduce loss of life and suffering.

Policing in 2031 will be professional, people-oriented and technology-enabled. Modern tools will support crime prevention, investigation and public interaction, while strong ethical standards will guide conduct. Citizens will experience policing that is firm against wrongdoing and respectful of dignity and rights. Transparency, accountability and regular community engagement will strengthen mutual trust and cooperation.

Investigation and prosecution systems will rely increasingly on scientific methods and digital technologies. Evidence-based investigation, modern forensic support and efficient case management will improve accuracy and reduce delays. Victims and witnesses will receive protection, support and clear communication, ensuring that justice is experienced as timely, fair and humane rather than distant or intimidating.

Road safety will become a major focus of public safety policy. Improved planning, safer infrastructure, intelligent traffic management and responsible behaviour will work together to reduce accidents and fatalities. Strong trauma care networks and emergency response systems will ensure timely treatment when accidents occur. The objective will be to prevent avoidable loss and ensure that roads remain safe spaces for all users.

Focused attention will be given to the safety of women, children, senior citizens, migrant workers and tourists. Easy-to-use reporting mechanisms, preventive measures, counselling services and community involvement will address safety concerns with sensitivity and care. Technology will assist protection and monitoring, but human support, empathy and responsiveness will remain central to these efforts.

Fire and rescue services will be strengthened with modern equipment, specialised training and disaster-resilient infrastructure. These services will be capable of responding effectively to fires, floods, industrial incidents and complex emergencies, even under extreme conditions. Preparedness drills, inter-agency coordination and continuous capacity building will enhance readiness at all times.

Correctional systems will place balanced emphasis on security, reform and reintegration. Education, skill training, counselling and rehabilitation programmes will support individuals in rebuilding productive lives after release. This approach will reduce repeat offences, strengthen social harmony and reinforce the purpose of justice as corrective rather than purely punitive.

Vision 2031 reflects a commitment to building confidence across society. Institutions will act with foresight, systems will respond without delay and communities will participate actively in maintaining peace and safety. Freedom and security will reinforce each other, enabling every person to live with dignity in a secure, responsive and caring society.

16

INDUSTRY

Context and Present Status

The industrial landscape of kerala is at a major turning point, moving from traditional roots toward a modern, high-tech future. At present, the presence of over 16.8 lakh registered MSMEs shows the strong spirit of the people. Great progress has also been made in making growth inclusive, with women leading 31 per cent of all new businesses.

Big projects like the Vizhinjam Seaport and the Kochi-Bengaluru Industrial Corridor are already improving the way the region connects to the world, laying the groundwork for global trade. Specialized hubs for electronics, food processing and traditional crafts like coir and handloom have created a strong foundation. However, to meet the needs of a digital and green future, a big change is happening. This shift goes beyond just making products; it embraces innovation, global service centers and eco-friendly practices. The current state is one of readiness a community prepared to jump into a decade of massive industrial growth.

Potential

The intersection of geographic advantage and a highly skilled workforce creates a substantial opportunity for regional expansion. By using the closeness of the Vizhinjam Port to international shipping routes, this land is set to become a main gateway for global trade. The large number of skilled professionals and excellent schools provide the perfect ground for the growth of Knowledge-Based Industries and Global Capability Centers.

There is a great chance to grow existing strengths by mixing traditional skills with modern design and digital tools. The wealth of natural resources, from spices to marine products, gives an advantage in food processing and biotechnology. Furthermore, the promise of reaching carbon neutrality opens a new path in the Green Energy sector. With the right support and continued building of infrastructure, the region has the potential to become a global leader in clean manufacturing, attracting top-tier investments from around the world.

Vision

By 2031, the goal is to turn this land into a global model of sustainable and smart industry. The vision is to create a space where high-tech companies, small businesses and traditional crafts grow together in a green and fair economy. This growth will spread across the land, with every district having its own special hub from aerospace in the south to Finance and AI in the north.

Manufacturing will play a leading role, growing faster than ever before. The "Made in Kerala" label will stand for quality and fair production, trusted by shoppers across the world. The business environment will be simple and easy to navigate, using digital tools and clear rules that help every business owner succeed.

Education and industry will be linked closely. New Industrial Parks on college campuses and a dedicated University for Skill Development will ensure the youth have the right skills for the future. This will create a culture where students and businesses work together to solve problems.

The vision includes becoming a model for a "Circular Economy," where waste is turned into new resources in every industrial park. By 2031, every small business will follow high environmental and social standards. The Green Hydrogen Valley will be fully active, powering the future with clean & renewable energy.

Traditional industries will be born again. Sectors like coir, handloom and cashew will be updated with global branding and new technology, making sure the history of the land lives on in a digital age. Major events like the "Invest Kerala Global Summit" will help bring in partners who value both high productivity and the protection of the environment.

In the end, the vision for 2031 is about success for everyone. It is a future where Kochi is a financial leader, Thiruvananthapuram leads in space technology and Thrissur becomes a hub for robotics. This is a promise of a future where industrial growth means a better life, a clean environment and a welcoming society for all. By making smart changes and focusing on the planet, the goal is to lead the way into a new era of industrial success.

17

INFORMATION TECHNOLOGY

The Context and Present Status

The state of Kerala is at a major turning point in its growth journey. For many years, it has been famous for its high social standards, but it is now ready to turn that success into a powerful economic engine. Today, the IT landscape in the state has a very solid base. It has the highest literacy rate in India at 96.2%. The workforce remains highly stable, maintaining an attrition rate of 5% to 10%, which is significantly lower than the national average of 12 to 15%. This level of stability gives global investors a reliable environment to build their operations.

The digital foundation for this change is already in place. The Kerala Fiber Optic Network treats internet access as a basic human right for every citizen, providing high-speed connectivity across the state. This network, combined with a high quality of life and lower costs in smaller cities where office rent is 30% to 40% cheaper than in big metros makes the state very attractive to global companies. Currently, the state hosts about 40 Global Capability Centers, and which is a strong start. To stay ahead, the state must now move towards high-value technology and creating its own intellectual property to achieve non-linear growth.

The Potential of Kerala

The potential of the state lies in its soft strengths becoming hard economic advantages. Kerala is an ideal place for companies that care about the environment and social values, known as ESG standards. The living environment is excellent, with better air quality than many large metropolitan cities. This makes it easier to attract and keep top talent who want a better work-life balance and a healthy lifestyle.

There is also great potential in the technology history of the state. As the home of the space program of India, there is a big chance to build a commercial industry for space, aviation and defense. In the electronics sector, the state has many experts in chip design who can lead the way in new areas like semiconductor testing and design. The creative talent of the people also offers a huge opportunity in the creative economy, which includes animation, gaming and visual effects. By focusing on areas like health-tech, fintech and maritime logistics, the state can move beyond providing mere services; and start creating world-class products for the global market.

The Vision for 2031

The vision for 2031 is to turn the state into a global leader in the digital economy. The goal is to build a knowledge economy based on deep-tech and new ideas. By 2031, the state aims to have a 10% share of the IT market of India, worth 50 Billion USD and create 500,000 new high-value jobs. The central theme of this vision is "Global Talent. Ethical Tech. Sustainable Growth".

Kerala will be a model for fair and open digital government. The vision is for 100% of government services to be delivered digitally, making life easier and more transparent for every citizen. By using Free and Open-Source Software, the state will make technology more affordable and accessible while saving at least 30% on public software costs.

Four special missions will drive this growth. The Kerala Artificial Intelligence Mission will make the state a global leader in responsible AI, protecting citizens with a "Kerala AI Bill of Rights" and training 1 million

people in AI skills. The Kerala Semicon Mission will focus on the design and testing of computer chips and high-value materials. The Kerala Future Tech Mission will work on next-generation infrastructure like 6G, cybersecurity and green computing. Finally, The Future Corporation will act as the global face of the state to attract investment and build partnerships.

To support this growth, 30 million square feet of new IT office space will be built. These will be Green Compute Parks that use renewable energy to protect the environment. The state also aims to increase its resident GCC count from 40 to 120, employing 200,000 professionals collectively, supported by innovation hubs and "Freedom Squares" in every district. In the space sector, the state targets a turnover of 10,000 Crore in the space and defense technologies domains with the support of KSPACE.

Talent development will be completely transformed to meet these goals. Engineering and polytechnic courses will be updated to include AI, data science and emerging technologies as mandatory subjects. Programs like IGNITE will provide mandatory internships for students, while the ICT Academy of Kerala will upskill a million citizens to be ready for the future of work. Ultimately, the vision for 2031 is to show that a state can grow its economy while also being fair, ethical and green, ensuring that technology makes life better for every person in Kerala.

18

LABOUR

Context and Present Status

The labour landscape of the state is currently navigating a significant era of transition. Historically, the economy has seen a shift from the dominance of the agricultural sector towards a more service-oriented structure. While this evolution brings new opportunities, it also presents challenges such as rising youth unemployment and the need to integrate rapid technological advancements with human values. Currently, the workforce is divided between organized sectors and a vast unorganized segment, including traditional industries like cashew, coir, khadi and fisheries. These traditional sectors remain the cornerstone of the cultural heritage and economy of the state, yet they face hurdles related to modernization and global market competitiveness.

Furthermore, the emergence of the digital age has introduced new forms of employment, such as the gig and platform economy, which have become integral to the financial fabric of the state. However, these new forms often lack the stability and social security nets associated with traditional employment. The state also relies heavily on guest workers who contribute significantly to construction, hospitality and agriculture. While a welfare model exists, there is a persistent need to formalize rights and ensure that these workers are treated with the hospitality and respect that the state is known for.

Potential

The potential of the labour force in the state lies in its exceptional human capital. With a highly literate and socially conscious population, the state is uniquely positioned to become a global hub for skilled labour.

By leveraging the demographic dividend of individuals between the ages of 15 and 59, the state can transform its human resources into a formidable economic power. There is an immense opportunity to bridge the gap between local resources and the global market by upskilling the youth in cutting-edge fields such as Artificial Intelligence, digital technologies and green energy.

The traditional industries hold the potential to be revitalized through "Make in Kerala" branding, transforming them into modern, profitable and sustainable enterprises. By integrating these industries with the flourishing tourism sector, the state can create a unique market for indigenous crafts and products. Additionally, the shift toward a digital economy allows the state to pioneer a "Comprehensive Labour Ecosystem" where technology does not threaten jobs but instead facilitates seamless social security and fair wage distribution through algorithmic transparency and unified payment mechanisms.

The Vision for 2031

By the year 2031, the state will emerge as a beacon of decent work and social protection, setting a global benchmark for labour welfare and productivity. The vision for the future is built upon four pillars: Wage Security, Rights, Protection and Social Dialogue.

The hallmark of the future will be the universal implementation of fair wages. Through the expansion of the Wage Protection System to all scheduled sectors and the enforcement of a floor wage in every segment from micro-businesses to catering economic

security will be guaranteed for every worker. This is not merely about survival but about ensuring a dignified standard of living that allows every individual to participate fully in the prosperity of the state.

In the vision for 2031, the workplace will undergo a legal and cultural revolution. Labour laws will be modernized to include compassionate provisions such as menstrual leave, special leave for parents of children with special needs and paid leave for major medical procedures like organ transplants or chemotherapy. The physical and mental well-being of the worker will be paramount, with "Well-being Corners" established in workplaces to provide mental health support in collaboration with district programs. The state will no longer see workers as mere tools of production but as human beings whose health and happiness are the true measures of success.

The existing safety net will be transformed into an all-encompassing social security umbrella. A signature "Assurance Scheme" will provide significant financial cover for workers, ensuring that families are protected against unforeseen risks. For the gig and platform workforce, a specific legal framework will be in place to provide social security portability, allowing benefits to follow the worker regardless of the platform or location. The care work profession will be fully professionalized, recognized for its skill and protected by fair wage standards.

The traditional sectors will breathe new life through a "New Co-operative Technology" model. By introducing mechanization that reduces physical strain without displacing labour and by adopting green technologies like solar-powered refrigeration in the fisheries sector, these industries will become sustainable and efficient. The Welfare Fund Boards will evolve from simple distribution agencies into integrated platforms that connect workers with employers, training and global market access.

By 2031, our vision is to achieve the total inclusion of all guest workers within the fabric of our society. A unified digital portal will provide a single-window interface for registration, health insurance and legal aid. The children of these workers will have guaranteed access to education and healthcare, making the state a "Welfare Miracle State" where the rights of the migrant are as sacred as those of the local.

Ultimately, the vision for 2031 is to establish a decentralized and dynamic skill ecosystem. By mapping local resources at the district level, the state will create a workforce that is not only ready for local industries but is also highly sought after in the international market. Through language training and cultural integration programs, those seeking opportunities abroad will be equipped for high-value, secure employment. A society where labor is valued, where the last employee is treated with dignity, and where people's contentment and safety drive productivity will be the state of the future. This is the promise of Vision 2031 a prosperous Kerala built on the foundation of decent work for all.

19

LOCAL SELF GOVERNANCE

Context and Present Status

The strength of Kerala's development lies in its commitment to democratic decentralisation, which has created an institutional framework in which local bodies act as active leaders in planning and implementing development projects across all major sectors. These institutions manage nearly 42 per cent of the state's plan outlay, underscoring their critical role in the region's socio-economic fabric. Today, the state stands at a threshold of immense possibility. To improve the quality of life and standard of living for all, public services are being delivered with increased efficiency. Local governance has moved beyond routinised procedural formalities and rigid hierarchies toward greater transparency, accountability, and responsiveness.

Almost three decades after Kerala began its people's planning programme, local governments are now being trained to take on new challenges. There is a transition toward a digital future through initiatives like K-SMART to make governance faster and more responsive. The rapid rate of urbanisation poses new challenges for growth-oriented planning and equitable development. In response to these challenges, the Local Self-Government Department is establishing digital and institutional platforms to enhance citizen participation and facilitate development planning. As villages and cities blend into a single landscape, a professional, data-driven system is being built to ensure progress reaches every citizen.

Potential

The potential of the state lies in the "Knowledge Society" framework and the creativity of the people.

With an educated workforce and the Kudumbashree network, the foundation is ready for sustainable prosperity. Local governments are adopting proactive, predictive governance models, using data and technology to anticipate needs more effectively. Tools like Artificial Intelligence, the Internet of Things and GIS mapping must enable the administration to move beyond simply reacting to problems.

The state is utilising circular-economy principles in waste management and in carbon-neutral projects. Local governments function as primary units of social security, ensuring development reaches marginalised sections and providing comprehensive care for the elderly, women and children. Integrated, long-term land-use planning is central to developing basic infrastructure, including housing, transport, and sanitation. Local governments have also started fostering local economic development, though with focused interventions in the productive sectors. Recognising that the state will be fully urbanised within a decade, the Kerala Urban Policy Commission provides a framework to align spatial planning with climate-resilient policies and sustainable finance. The department is being strengthened to implement large-scale projects that address the challenges of rapid urbanisation while ensuring inclusivity.

Vision

The vision for 2031 is the realisation of a developed, progressive and inclusive Kerala where every citizen experiences the highest quality of life through a decentralised governance system that is smart, empathetic

and resilient. By 2031, the local self-government system will have evolved from a service provider to a facilitator of a happy and satisfied life for every citizen, with social support systems in place. The interface between citizens and the government will be seamless and paperless, shifting to a transparent, participatory framework in which every individual is a primary stakeholder.

Through the full integration of K-SMART, which will replace all legacy software, every resident will have a unique digital identity, with provisions for the use by the elderly and differently-abled. Participation will be maximised by legalising online participation of citizens and establishing digital platforms to systematically record citizen inputs.

Local governments will be the hubs of local economic development, with well-defined roles in facilitating the productive forces of the society, leading to the generation of income and employment. This will enhance the pace of enterprise development, with technology backstopping from the research and development institutions and higher education institutions in the state and from outside.

Local governments will also function as the primary units of social security, ensuring that the benefits of development reach the marginalised. Following the targeted eradication of extreme poverty by 2025, the focus will shift to sustaining this achievement through long-term solutions that prevent households from slipping back. Social welfare initiatives will ensure the timely disbursement of pensions and comprehensive care for the elderly and the differently-abled. To foster an equitable society, the state will pursue complete gender literacy and establish a State Gender Resource Centre.

Healthcare will be revolutionised by upgrading all Primary Health Centres to advanced Family Health Centres, focusing on nutrition security and specialised geriatric care through trained local home nurses. For the youth, a "Time Bank" system will allow them to contribute to the care of the elderly, creating a sustainable cycle of community support. Kudumbashree will receive specialised training in financial literacy, and its members will be trained as specialists in high-demand sectors, scaling micro-enterprises into higher-order business models. Economic revitalisation will be driven by the "Thozhil Sabha Samrambham" program to tackle ward-level unemployment and prevent brain drain.

Infrastructure development will be guided by integrated, long-term land-use planning and legally binding Master Plans, digitised using state-of-the-art GIS tools. Every local body will ensure universal access to safe drinking water and identify critical barriers to implementing rainwater recharge systems through employment guarantee schemes. Waste management will be professionalised with state-run plants, "Green Enterprise Parks," and the inclusion of waste management in school curricula. The state will achieve zero methane emissions from organic waste and 100 per cent recycling, turning old waste dumps into green zones.

To sustain this, the Local Self-Government Department will mandate 100 per cent utilisation of plan outlays and implement functional manuals to ensure seamless coordination. The Engineering Department will expand to include specialised mechanical and electrical wings. KILA will be elevated to a global training centre, establishing research conclaves and three new specialised institutes for geriatric care, leadership training and health care. Ultimately, the vision for 2031 envisions a robust local governance system, anchored in the power of people's participation and democracy.

20

MINORITY

Context and Present Status

The social, educational and economic landscape of Kerala has been profoundly enriched by the enduring contributions of its minority communities, which constitute approximately 45 percent of the total population. This includes significant representation from Muslims (26.56 percent) and Christians (18.38 percent), alongside vibrant smaller groups such as Buddhists, Jains, Sikhs and Parsis. Historically, sustained public investment and proactive community initiatives have propelled the state toward near-universal primary education and visible progress in health and social participation. Programs providing scholarships, hostels and livelihood support have been instrumental in reducing historical disadvantages and fostering social mobility.

However, the journey toward absolute equality remains incomplete. While the Constitution of India guarantees equal rights, many individuals continue to navigate structural barriers that hinder the full realization of these protections in daily life. Significant gaps persist in educational continuity; many students encounter difficulties transitioning from secondary schooling to professional or competitive career pathways due to financial constraints and a lack of academic guidance. Employment patterns further highlight these disparities, with a considerable portion of the workforce remaining within informal, low-security occupations that offer limited stability or income growth. Furthermore, the specific needs of micro-minorities and linguistic groups have often been overlooked, leaving their unique cultural heritages and developmental concerns at the periphery of policy frameworks. The rising rate of return migrants also presents a contemporary challenge, necessitating urgent local economic strategies to absorb and reintegrate these workers.

Potential

The minority communities of Kerala represent a reservoir of untapped potential, characterized by a youthful demographic and a deep-seated cultural emphasis on education and entrepreneurship. This "youth bulge" provides a unique window of opportunity to transform demographic energy into a driver of innovation and economic leadership. The Kerala Migration Survey 2023 underscores this dynamism, revealing that religious minorities possess exceptional global mobility, emigrating at rates that far exceed their population share. This global footprint offers a powerful mechanism to harness international skill sets and remittances for the domestic advancement of the state.

Beyond individual achievements, the collective cultural traditions, art forms and folklore of these communities constitute an invaluable heritage that, if institutionalized and promoted, can foster a more inclusive and diverse social fabric. The tradition of self-reliance and community led welfare provides a robust foundation for a new era of collaborative governance. By shifting from a purely scheme driven approach to one centered on agency and long-term capability building, there is immense potential to integrate these communities into high skill, technology driven sectors. Strengthening the infrastructure in minority-populated areas particularly through community assets will further unlock economic avenues that have previously remained dormant.

Vision

By 2031, the vision of the Government is to see every member of the minority communities living with dignity, as an equal partner in the shared prosperity and progress of the state. This future is one where secularism and mutual respect are not just constitutional ideals but lived realities and where the rich diversity of heritage is celebrated as a cornerstone of collective identity. The goal is to cultivate a truly representative democracy through the equitable inclusion and active leadership of minority communities across all levels of public service, elected bodies and national defense.

Education will be the primary catalyst for this change. The aim for 2031 is to ensure seamless educational continuity, where every student from a minority background has access to high-quality academic guidance and the financial support necessary to pursue professional and competitive career pathways. The establishment of a dedicated Minority Research Institute will serve as a global center for studying and solving the unique social and educational challenges faced by these groups. Furthermore, scholarship programs will be modernized to support research and higher studies in emerging technologies and international universities, ensuring that the youth are ready for the global stage.

The economic landscape for minorities will be redefined by a move toward organized, high-skill employment and robust entrepreneurship. By 2031, specialized training centers will empower youth to excel in central and state government services, as well as in the defense forces, ensuring their perspectives are central to the governance of the nation. Women's empowerment will be a pillar of this vision; through collaborations with agencies like KILA and Kudumbashree, women from minority communities will be trained as professional leaders and entrepreneurs, transforming the economic security of entire families.

Social protection will be redesigned to be responsive and outcome-oriented. The recommendations of national and state commissions, including the Justice J.B. Koshi and Paloli Mohammed Kutty reports, will be fully realized to address regional and intra-community disparities. Specific, dedicated commissions and packages will be established for micro-minorities to ensure their visibility and provide tailored support for their welfare and heritage conservation. Linguistic heritage will be actively protected, ensuring that the diverse voices of the state continue to flourish.

Infrastructure development will transform minority-populated areas into hubs of socio-economic activity. Enhanced funding will be utilized to create community assets, modern healthcare facilities and vibrant cultural centers, such as the proposed Minority Folk Academy, to preserve and promote traditional art forms. By 2031, the use of shared data and integrated planning between local bodies and government departments will ensure that no individual is left behind.

Ultimately, Vision 2031 imagines a society where minority communities are not merely recipients of welfare but are key contributors to innovation, social leadership and the ethical heart of the state. This vision affirms that inclusive development is the only path to a future defined by shared progress, where every citizen can shape the destiny of the state with confidence and purpose.

21

NON-RESIDENT KERALITES AFFAIRS (NORKA)

The Context and Present Status

More than any other factor in the modern era, the phenomenon of migration has had a profound impact on Kerala's socio-economic and cultural landscape. For decades, the labour and commitment of the *Pravasis* have served as the backbone of the domestic economy, contributing nearly 2.1 lakh crore rupees annually, which accounts for 19.7% of the total remittances to India. Recognizing this vital contribution, the Department of Non-Resident Keralites Affairs (NORKA) was established in the state, at the end of the twentieth century to ensure the welfare of the people living abroad. Today, the presence of the Malayali community spans 182 countries, marking a significant shift from the traditional concentration in Gulf nations to a global footprint that includes Europe, Africa and Oceania.

The current administrative framework, led by NORKA-Roots and the Kerala Non-Resident Keralites Welfare Board, has set a global benchmark in migration management. From the democratic assembly of the Loka Kerala Sabha to the financial safety nets of the Pravasi Dividend Scheme and NORKA Care, the focus has remained on protection and welfare. However, the landscape is changing. Recent surveys indicate a surge in student migration, with over 2.5 lakh students pursuing education abroad and a growing trend of permanent settlement in Western nations. As global labour markets evolve and technology erase geographical boundaries, the existing systems must transform to meet the aspirations of a highly skilled, professional and younger generation of migrants.

The Potential

The potential of the people of Kerala residing abroad extends far beyond the traditional role of sending remittances. The *Pravasis* represents a massive repository of knowledge, specialized skills and international experience that can be harnessed for the creation of a Knowledge Economy. With an increasing number of Malayalis working as scientists, doctors, IT professionals and entrepreneurs, the opportunity to integrate this global expertise into the developmental fabric of the home state is unprecedented. This "brain gain" has the capacity to revitalize the higher education sector, foster innovation through Angel Investment Groups and provide mentorship to the budding entrepreneurs of Kerala.

Furthermore, the return of the migrants is no longer seen as an end but as a new beginning. The experience gained in international markets can enrich the local labour force, particularly in the emerging "care economy". There is a vast potential to utilize the skills of returning professionals in geriatric care, palliative care and home nursing, ensuring a dignified life for the elderly while providing meaningful employment. By institutionalizing the participation of the diaspora through platforms like the Overseas Keralites Investment and Holding Limited (OKIH), the state can channelize private capital into vital infrastructure projects, such as international-standard rest stops and NORKA senior living, creating thousands of jobs and modernizing the public landscape.

The Vision for 2031

The Vision 2031 envisages a future where migration is a choice of empowerment rather than a necessity of survival. The roadmap for the next decade is built upon the pillars of "NORKA 2.0", a modernized, digital-first administration that offers seamless support to the global Malayali throughout the lifecycle of migration. By 2031, the goal is to establish a Unified Digital Interface that integrates all services, from recruitment to retirement, ensuring that the distance between the state and its people is bridged by technology. The vision is to foster an ecosystem of "Ethical Recruitment," where every citizen moving abroad is protected from exploitation through government-monitored channels and transparent international labour contracts.

In this coming decade, the focus on skill development will reach new heights. The government intends to establish a Migration Facilitation Park, a comprehensive ecosystem where foreign employers can directly interact with, train and recruit the youth of Kerala. By mapping the requirements of the global job market in real-time through the NORKA Institute of Foreign Languages (NIFL), the education system will be aligned with international standards, providing training in foreign languages, geriatric care and advanced technologies. This approach makes sure people from Kerala are among the most wanted professionals in the world. It helps our workers move away from low-paying jobs and into high-value positions in the global technology and knowledge industries.

The safety and dignity of the people of Kerala, regardless of where they reside, remain the highest priority. The vision for 2031 includes the full realization of an NRI Police Station with the power to register First Information Reports (FIRs), providing a formidable shield against visa fraud and illegal recruitment agencies. Legal aid will be expanded through virtual adalats and a network of international legal consultants, ensuring that no Malayali feels helpless in a foreign land. For those who have completed their journey abroad, the "Pravasi Mission" will act as a dedicated coordinator for sustainable reintegration. This mission will ensure that returning migrants are not merely resettled but are actively reinvested into the economy, with access to capital, entrepreneurship programs and social security nets that reflect their lifelong contribution to the state.

Ultimately, Vision 2031 is about building a "Navakerala" in partnership with the diaspora. The state envisions a deep integration where the Loka Kerala Sabha evolves into a legislative and advisory powerhouse, representing the voices of Malayalis from 125 countries. The participation of the diaspora will be decentralized, with specialized Standing Committees for Pravasi Affairs at the level of local self-government institutions, ensuring that the concerns of the migrants are addressed at their very doorsteps. Through a culture of transparency, mutual respect and shared progress, the vision aspires to create a world where every non-resident Keralite feels like an integral stakeholder in the prosperity of their homeland, working together to make the state a global leader in social justice and economic innovation.

22

PORT AND COASTAL SHIPPING

Context and Present Status

The maritime history of the land is deeply interwoven with the identity of the people, where the vast coastline has served as a gateway for culture, trade, and global connectivity for centuries. Today, the Government is standing at a pivotal juncture, guided by the overarching Maritime Vision 2030 of the Government of India, which identifies the Blue Economy as a core dimension of national growth. The current maritime landscape consists of one major port and nineteen non-major ports, forming a diverse network that includes the transformative Vizhinjam International Seaport, the riverine terminal at Kottayam, and key operational hubs at Azhikkal, Beypore, and Kollam.

At present, the management of these vital assets is led by the Kerala Maritime Board, which oversees the development and regulation of non-major ports and maritime infrastructure. However, the existing infrastructure faces challenges such as narrow road networks and high vehicular density, making the transition to water-based logistics an urgent necessity. While ports like Vizhinjam are already being positioned as global transshipment hubs, many other coastal assets remain underutilized. The present status is one of transition, moving from traditional port operations toward a more integrated, technology-driven, and environmentally conscious ecosystem that seeks to harmonize industrial growth with the preservation of the unique coastal heritage of the land.

Potential of the Coastline

The potential inherent in the five hundred and ninety kilometers of coastline is unparalleled, offering a unique opportunity to redefine the economic trajectory of the region. With a strategic location near international shipping channels, the ports are naturally positioned to become the preferred choice for global maritime trade, potentially saving billions in foreign currency by shifting transshipment activities back to Indian shores. The potential extends far beyond simple cargo handling; it encompasses a holistic Blue Economy where port-led industrialization, ship repair facilities, and special economic zones can act as engines for massive employment generation.

There is significant untapped potential in the development of a vibrant maritime tourism circuit, ranging from international cruise operations to serene backwater voyages that connect the heritage of the land with modern leisure. The inland waterways, particularly the National Waterway 9 and the West Coast Canal, hold the promise of becoming a sustainable alternative for both freight and passenger transport, significantly reducing the carbon footprint of the transport sector. By leveraging the synergy between the ports and the hinterland through multi-modal logistics parks and improved rail-road connectivity, the region can transform into a powerhouse of logistics efficiency and industrial innovation.

The Vision for 2031

The Vision for 2031 is to manifest a future where the land is recognized as a premier, smart, and environmentally responsible maritime hub on the global stage. This vision is not merely about the expansion of concrete and steel,

but about the creation of an integrated ecosystem that balances economic prosperity with ecological integrity. By the year 2031, the goal is to see the Vizhinjam International Seaport fully realized as a global giant, handling millions of containers and serving as a catalyst for a thousand-acre industrial and logistics hub that provides hundreds of thousands of jobs for the youth.

The transformation of the maritime sector will be underpinned by a strategic convergence of governance, where all related departments operate under a unified ministry to ensure seamless planning and rapid implementation of projects. The Kerala Maritime Board will be institutionally strengthened to serve as the singular, powerful custodian of the entire coastal stretch, ensuring that every kilometer of the shore is developed and conserved for the benefit of the local communities. Public-private partnerships will be the heartbeat of this growth, inviting global expertise and investment to modernize non-major ports like Kollam, Beypore, and Azhikkal into thriving centers of trade and cruise tourism.

Environmental stewardship will be the guiding light of every initiative. The vision entails a total shift toward green energy, with ports adopting solar and wind power, and the introduction of green bunkering services for ammonia and hydrogen. The inland water transport system will be completely revitalized through the use of clean energy vessels and digital platforms like the "Kerala Nauka" portal, ensuring that every journey on the water is safe, efficient, and transparent. This digital integration will extend to port operations through the use of artificial intelligence and data analytics to minimize turnaround times and maximize efficiency.

Education and skill development will ensure that the people of the land are the primary beneficiaries of this maritime revolution. The maritime institutes at Neendakara and Kodungallur will be elevated to international standards, becoming hubs of research and training that produce a world-class workforce for shipbuilding, port management, and marine services. Tourism will be reimagined through the creation of marina ports, beachside promenades, and luxury cruise circuits that connect the local ports with international destinations, making the sea a source of joy and economic vitality.

Ultimately, the Vision for 2031 is one of inclusive growth. It is a commitment to the coastal populations that their livelihoods will be protected and enhanced through modernized fishing harbors, seafood parks, and robust social welfare schemes. It is a promise to the future generations that the land will possess a resilient, efficient, and sustainable maritime economy that serves as a model for the world, proving that a deep respect for the ocean can go hand-in-hand with the highest aspirations of modern development.

23

PUBLIC WORKS SECTOR

Context and Present Status

Infrastructure is the visible expression of development. Roads, bridges, public buildings, transport corridors, hospitals, educational institutions and civic facilities together shape the quality of everyday life. They determine how easily people move, how safely they live, how quickly services reach them and how confidently economic activity grows. The public works sector therefore stands not merely as a construction agency, but as a central pillar of social and economic transformation.Over the last decade, the sector has undergone a significant transition. Traditional approaches focused mainly on expanding physical assets, while recent efforts have increasingly emphasised quality, durability and sustainability. Major investments in highways, district roads, bridges and public buildings have improved connectivity and access across regions. At the same time, new challenges have emerged. Climate variability, extreme rainfall, floods, heat waves and rising urban pressures have exposed the vulnerability of conventional infrastructure systems. Many structures designed under older standards are now under stress, requiring new approaches to resilience and adaptation.

The current phase represents a turning point. The CRISP–Kerala initiative, introduced as part of Vision 2031, has placed sustainable construction practices at the core of infrastructure planning. The document highlights the shift towards recycled asphalt pavement, Building Information Modelling (BIM), climate-resilient design, green public architecture, AI-assisted road safety and heritage conservation as key areas of transformation. These themes reflect a broader understanding that infrastructure must now respond not only to growth, but also to environmental limits, technological change and social expectations.

Today, public works operates in a complex environment where speed alone is not enough. Quality, transparency, safety and sustainability have become equally important. Infrastructure is no longer judged by how fast it is built, but by how long it lasts, how well it serves people and how responsibly it interacts with nature. This evolving context defines the starting point for the vision towards 2031.

Potential

The public works sector holds immense potential to redefine development through innovation, integration and sustainability. Advances in technology offer unprecedented opportunities to improve the way infrastructure is planned, built and maintained. Building Information Modelling enables digital coordination of design, cost, time and performance, reducing errors and optimising resources. Through BIM, infrastructure projects become living digital systems that support not only construction but also long-term operation and maintenance. Sustainable construction practices open new pathways for environmental responsibility. Recycled asphalt pavement reduces dependence on fresh aggregates and bitumen, lowering carbon emissions and conserving natural resources. Low-carbon cement, green materials and life-cycle assessment tools allow infrastructure to be evaluated not only for immediate cost, but for long-term environmental and economic impact. This transforms infrastructure from a source of ecological stress into an instrument of climate action.

Climate-resilient construction represents another major potential. Infrastructure can be designed to withstand floods, heat, cyclones and landslides through adaptive design tailored to coastal, midland and highland regions. Such resilience reduces long-term repair costs and protects communities from repeated disruptions. International climate finance and research partnerships further strengthen the capacity to adopt global best practices in local contexts.Digital and intelligent systems also unlock new possibilities in safety and efficiency. AI-assisted road safety systems, embedded sensors and real-time data platforms can transform highways into smart corridors. Traffic patterns can be analysed continuously, accident-prone zones can be identified early and emergency response systems can become faster and more coordinated. This shifts road safety from reactive action to proactive prevention.

The sector also carries strong cultural potential through heritage conservation. Historic public buildings can be restored and repurposed as functional spaces while preserving architectural identity. This connects infrastructure development with cultural continuity, tourism and community pride. Together, these possibilities position public works as a catalyst for a new development model that balances growth, technology, sustainability and human values.

Vision

The vision for 2031 is to create a public works system that builds infrastructure for life, not merely for movement or utility. Every road, bridge and building will stand as a symbol of resilience, inclusiveness and sustainability. Infrastructure will no longer be seen as a collection of isolated projects, but as an integrated ecosystem that supports economic vitality, social well-being and environmental balance.In this future, sustainability becomes the foundation of all construction. Projects will be conceived through life-cycle thinking, where design, materials, energy use, maintenance and eventual renewal are all considered from the beginning. Green building standards will guide public architecture, ensuring energy efficiency, water conservation, natural lighting and thermal comfort. Public buildings will operate as low-carbon spaces that reduce operating costs while improving user experience.

Digital transformation will define the way infrastructure is delivered. BIM will become the standard planning tool, allowing transparent coordination between architects, engineers, contractors and administrators. All project data will be stored in digital formats accessible across departments, ensuring accountability and informed decision-making. Errors, delays and cost overruns will be minimised through predictive modelling and continuous monitoring.

Roads will evolve into smart mobility corridors. Embedded sensors, AI cameras and IoT platforms will enable real-time traffic management, automated safety alerts and data-driven maintenance. The ambition is to move steadily towards Vision Zero, a United Nations-envisioned framework dedicated to eliminating road fatalities by reducing deaths to the lowest possible level through systemic design and coordinated response. Infrastructure will protect life first, rather than merely facilitating speed.Climate resilience will become a defining feature of all public works. Coastal roads, bridges in floodplains and buildings in landslide-prone zones will be designed with adaptive engineering principles. Drainage systems will be integrated with road networks to prevent waterlogging. Materials and construction methods will be chosen to withstand extreme temperatures and rainfall. Infrastructure will no longer collapse under climate stress, but adapt and endure.

Public architecture will reflect both modern efficiency and cultural identity. Government buildings will function as green civic spaces that inspire trust and participation. Heritage structures will be restored with sensitivity and reused for social and administrative purposes. This will ensure that development does not erase memory, but strengthens continuity between past and future.

Institutional capacity will grow alongside physical infrastructure. Engineers and technical staff will receive continuous training in emerging technologies, sustainability principles and integrated design. Research partnerships with academic institutions will foster innovation and problem-solving. A culture of professional excellence will replace routine procedures, making the sector knowledge-driven and future-ready.By 2031, public works will represent a shift in philosophy. Infrastructure will not be measured only in kilometres and square metres, but in quality of life, safety, environmental health and social inclusion. Roads will connect not just places, but opportunities. Buildings will shelter not just activities, but aspirations. Bridges will link not just banks, but communities and possibilities.

The ultimate goal is to have a sustainable infrastructure system that adapts to technological progress that foresees future challenges rather than just meeting current requirements In this context, public works becomes the architect of a humane, resilient, and sustainable society.

24

REGISTRATION

Context and Present Status

The Registration Department stands as one of the oldest and most traditional pillars of the administrative framework, with its roots tracing back to 1865 at Anjarakandy in Kannur. For over a century and a half, it has been an integral part of the social fabric of the people, securing property transactions and providing essential services like the registration of marriages, societies and chit funds. Today, it has evolved into a vital revenue source for the State, contributing ₹5,579 crore to the exchequer in the 2024-25 fiscal year alone.

In recent years, a wave of modernization has swept through the department. The Registration Department have successfully transitioned into a digitally-enabled era with the implementation of the PEARL (Package for Effective Administration of Registration Laws) software, which facilitated nearly 39 lakh transactions by September 2025. The introduction of online token systems, e-stamping and the "Anywhere Registration" facility has significantly simplified the citizen experience. Furthermore, the "Ente Bhoomi" project is integrating land records across the Revenue, Survey and Registration departments, ensuring a seamless and transparent "Smart" land management system.

Potential

The potential for further evolution is immense. With the rapid advancement of Information Technology, the department is poised to leap from mere computerization to complete digital transformation. The vast repository of legacy records, many dating back decades, is being systematically digitized and conserved, ensuring that the historical and legal heritage of the citizens remains protected against the ravages of time.

The emergence of the National Generic Document Registration System (NGDRS) and the proposed Registration Bill of 2025 present a unique opportunity to adopt uniform yet customizable standards for electronic presentation and digital execution of documents. By leveraging the existing digital infrastructure, such as the e-stamping portal and integrated software, the department can eliminate physical intermediaries and create a direct, secure interface between the government and the people. The foundation laid by the "New Kerala" initiatives provides the necessary momentum to redefine public service delivery as a right rather than a privilege.

Vision 2031

The vision for 2031 is to create a registration ecosystem that is invisible in its complexity yet invincible in its security. It visualizes a future where the physical boundaries of a Sub-Registrar office dissolve into a comprehensive digital platform. The hallmark of this vision is Paperless Registration. By 2031, every transaction from the initial drafting using simplified templates to the final issuance of a digitally signed deed will be entirely electronic. The physical movement of files will be replaced by secure data flows, reducing environmental impact and enhancing administrative speed.

Central to this transformation is the concept of Faceless Registration. Through the integration of Video KYC, biometric liveness detection and electronic signatures,

citizens will be able to complete registrations from the comfort of their homes or from anywhere in the world. This is particularly vital for the expatriate community, who will no longer need to travel across oceans for simple property or marriage registrations.

Security and trust will be anchored in Blockchain Technology. By utilizing a decentralized ledger, every registration will receive a unique digital identifier, making the records tamper-proof and ensuring that the trail of property ownership is immutable and transparent. Smart Contracts will automate the calculation of stamp duty and registration fees, eliminating human error and ensuring that every transaction adheres strictly to the law.

Furthermore, the integration of Artificial Intelligence will revolutionize document verification. AI-assisted systems will be used to detect anomalies, prevent identity fraud and provide virtual assistance to citizens, making the process intuitive and error-free.

The Vision 2031 foresees a department that is not just technologically advanced but also human-centric. Registration services will be tailored to be "Friend of the Specially-Abled," ensuring that technology bridges the gap for the vulnerable. All 315 Sub-Registrar offices will be transformed into citizen-friendly spaces, achieving ISO certification and providing modern amenities like rest rooms and pad vending machines to ensure a dignified experience for all, especially women. By 2031, the Registration Department will embody the spirit of a modern, resilient and progressive society, where technology serves the people and every record is a testament to the transparency and efficiency of the governance of the state.

25

REVENUE ADMINISTRATION

Context

Land has always stood at the centre of social justice, economic security and governance in Kerala. Revenue administration occupies a unique and deeply visible position in public life, as it directly connects land, livelihood, environment and the everyday relationship between citizens and the Government. From land ownership and taxation to disaster response, rehabilitation and development facilitation, revenue administration represents the most immediate interface through which people experience governance.

Over the decades, transformative land reforms reshaped social relations and laid the foundation for more equitable development. By securing ownership rights for cultivators and the landless, these reforms strengthened dignity, stability and social mobility, creating a legacy that continues to guide revenue administration. At the same time, land use patterns have undergone rapid change. Urbanisation, infrastructure expansion, environmental pressures and evolving economic needs have intensified competition for limited land resources and increased the complexity of land governance.

In recent years, revenue administration has undergone significant technological change. Digitisation of land records, online service delivery, e-district platforms, e-office systems, digital surveys and integrated land information systems have simplified procedures and improved transparency. Village offices are increasingly transforming into citizen-centric service centres rather than custodians of paper records. Large-scale land acquisition for development projects has been undertaken with greater attention to fairness, rehabilitation and time-bound processes, reflecting a more humane and accountable approach.

Yet, important challenges persist. Fragmented records, presumptive land titles, land disputes, encroachments, environmental degradation and mounting pressure on land continue to affect governance outcomes. Climate risks and disaster vulnerability further underline the need for informed land management. These realities call for a coherent, future-oriented vision that consolidates past reforms, leverages technology, strengthens public trust and balances development with sustainability. Vision 2031 emerges from this context as a roadmap for transformative land governance.

Potential

The potential of revenue administration lies in its strong institutional foundations, reform-oriented legacy and expanding digital capabilities. The successful digitisation of land records, surveys and service delivery platforms provides a robust base for deeper and more integrated transformation. Emerging technologies such as geographic information systems, satellite imagery, real-time monitoring tools, spatial decision-support systems and blockchain applications offer unprecedented opportunities to make land governance more accurate, transparent and responsive.

There is significant potential to resolve long-standing land disputes by transitioning from presumptive ownership arrangements to a conclusive land title system. Accurate digital surveys combined with integrated databases can remove ambiguity, reduce litigation and build confidence among citizens, financial institutions

and investors. Greater clarity in land ownership can unlock economic potential by enabling faster infrastructure development, smoother transactions and a more predictable investment environment.

Revenue administration also holds a central role in promoting sustainable land use and environmental protection. Scientific land-use planning, protection of wetlands and paddy fields, regulation of land conversion and continuous monitoring of ecologically sensitive zones can ensure that development proceeds without undermining environmental resilience. Integration of disaster risk data with land records can guide safer settlement patterns and climate-resilient planning, reducing long-term vulnerability.

Another major area of potential lies in citizen empowerment. With high digital literacy and widespread mobile connectivity, revenue services can be redesigned to minimise physical visits, eliminate intermediaries and place control directly in the hands of citizens. Revenue e-literacy initiatives can enable families to access, understand and manage land-related services independently, strengthening trust and reducing procedural barriers.

Human resources remain a critical strength. With focused training, upskilling and institutional support, revenue officials can evolve into technologically adept, service-oriented professionals capable of managing complex land governance challenges. Harnessing these combined strengths can transform revenue administration into a cornerstone of inclusive and sustainable development by 2031.

Vision

Vision 2031 envisages revenue administration as a transparent, technology-driven and citizen-centric system that guarantees land rights, supports sustainable development and strengthens public trust. The vision is grounded in the understanding that land governance is not merely an administrative function, but a social responsibility that shapes equity, opportunity and environmental balance.

By 2031, land governance will be defined by certainty and confidence. The transition to a conclusive land title system will mark a historic shift, replacing uncertainty with clarity and legal assurance. Every parcel of land will carry a secure and undisputed digital title, guaranteed by the Government. This transformation will substantially reduce disputes, ease the burden on courts and provide citizens with lasting security over their most valuable asset. Development initiatives will proceed with greater speed, predictability and fairness.

Digital transformation will form the backbone of this vision. An integrated land information ecosystem will bring together records from revenue, survey, registration, local governance, forest and agriculture domains into a single authoritative platform. Citizens will access land services seamlessly through one unified digital interface, covering ownership records, transactions, certifications and approvals. Blockchain-enabled systems will ensure that land records remain tamper-proof, transparent and permanently traceable. Manual discretion will gradually give way to automated, rule-based processes that minimise delays and inconsistencies.

Sustainable land use will be a defining pillar of Vision 2031. Land will be governed as a finite and precious resource, with decisions guided by scientific zoning, spatial planning and land-use codes. Agricultural land, wetlands, riverbeds and environmentally sensitive areas will be protected through technology-enabled monitoring and effective enforcement. Development will be channelled towards appropriate locations, reducing disaster risk and environmental degradation while supporting long-term economic growth.

Revenue administration will assume a proactive role in disaster resilience and climate adaptation. Land records will integrate hazard and risk data, enabling informed decisions on settlement, infrastructure and relocation. High-risk zones will be clearly identified, and long-term relocation strategies will be guided by safety, dignity and sustainability. In this way, revenue administration will become a key pillar of risk-informed development and disaster preparedness.

Citizen experience will stand at the heart of Vision 2031. Revenue services will be redesigned to prioritise simplicity, accessibility and dignity. Physical visits to offices will become the exception rather than the norm. Digital platforms and mobile applications will deliver services in clear and simple language, accessible to all sections of society. Revenue e-literacy initiatives will empower citizens to manage land-

related services independently, reducing dependence on intermediaries and closing avenues for corruption.

Equity and social justice will remain central to the vision. The commitment to land for the landless and secure tenure for vulnerable communities will be reaffirmed and strengthened. Transparent land banks and digital dashboards will guide land distribution initiatives, moving closer to the elimination of landlessness. Rehabilitation and resettlement processes will be humane, participatory and time-bound, recognising land not merely as an economic asset but as the foundation of livelihood and dignity.

Institutional strengthening will be critical to realising this vision. Revenue officials will be equipped with advanced skills in digital systems, geospatial technologies, data analytics and legal frameworks. Continuous professional development will transform the workforce into a future-ready cadre capable of managing complex land governance challenges. Training institutions will evolve into centres of excellence that promote innovation, research and policy learning.

Vision 2031 also envisages a corruption-free revenue administration. Automation, transparency, time-bound service delivery and responsive grievance redressal mechanisms will significantly reduce opportunities for malpractice. Performance monitoring and public feedback systems will reinforce accountability. Trust between citizens and administration will be strengthened through consistent, fair and respectful service delivery.

Ultimately, Vision 2031 imagines a future where revenue administration stands as a national model of land governance. It is a future where every citizen holds secure and clear land rights, where development proceeds without conflict, where nature is protected through informed stewardship, and where technology serves people with efficiency and compassion. This vision reflects confidence in institutions, faith in reform and a shared commitment to building a just, sustainable and inclusive future by 2031.

26

SCHEDULED CASTES AND SCHEDULED TRIBES

Context and Present Status

Over the decades, sustained public action has significantly improved the living conditions of Scheduled Castes and Scheduled Tribes in Kerala. Access to basic education, healthcare, housing, food security and social protection has expanded, enabling many families to overcome first generation disadvantages. Literacy levels have risen, health indicators have stabilised and participation in democratic and institutional processes has increased. Targeted development programmes and constitutional safeguards have created pathways for social mobility and inclusion.

However, these gains remain uneven. Persistent gaps continue in quality education, land security, productive employment, advanced healthcare, digital access and economic diversification. For many communities, development has addressed survival needs but not fully enabled dignity, choice and opportunity. Structural inequalities, historical exclusion and location specific disadvantages continue to limit participation in the knowledge economy and emerging growth sectors. This context calls for a renewed vision that moves beyond welfare to sustained empowerment, equity and leadership.

Potential

The Scheduled Caste and Scheduled Tribe communities possess immense potential grounded in rich cultural heritage, traditional knowledge systems and a growing generation of educated youth. Indigenous knowledge related to biodiversity, agriculture, forest management, crafts and sustainable living offers valuable insights for contemporary development challenges. High levels of social awareness, decentralised governance structures and strong community networks provide a robust foundation for participatory and locally grounded development.

There is significant scope to unlock economic potential through education-linked livelihoods, skill development, entrepreneurship and integration with emerging sectors such as digital services, green technologies, cultural industries and care economies. The spread of digital connectivity and institutional support systems creates opportunities to bridge historical gaps in access to markets, finance and information. With focused investment, capacity building and rights based governance, these communities can move from the margins to the centre of social, economic and cultural life by 2031.

Vision

Vision 2031 envisages a society where Scheduled Castes and Scheduled Tribes enjoy secure livelihoods, a high quality of life and full participation in all spheres of development. It is grounded in the principles of social justice, equality and dignity, and seeks to ensure that development is not merely inclusive in intent but equitable in outcome. By 2031, the goal is to enable these communities to move beyond inherited disadvantage and participate confidently in the social, economic and cultural transformation of Kerala.

The vision places human capability at its core. Education will serve as the primary driver of transformation, ensuring that every child completes quality schooling and every young person has access to higher education,

skill development and lifelong learning. Early childhood education, mother tongue based learning and community supported schooling will strengthen foundational skills, while residential schools and hostels will offer safe and enabling environments for learning. Higher education and professional training will be aligned with emerging opportunities, enabling students to compete nationally and globally without social or economic barriers.

Livelihood security will be central to the vision. Development will move decisively from short-term income support to sustainable, dignified and future ready livelihoods. Skill development will be closely linked to market demand, technological change and regional opportunities. Entrepreneurship will be actively promoted through access to credit, incubation support, mentoring and market linkages. Cooperative institutions, producer collectives and community enterprises will be strengthened to enable collective ownership, risk sharing and value addition. Special attention will be given to supporting first-generation entrepreneurs, women-led enterprises and youth-driven innovations.

Land, housing and basic infrastructure will form the foundation of social security. By 2031, the vision is to ensure that every family has secure land tenure and access to safe, adequate and climate resilient housing. Hamlet level development will focus on universal access to drinking water, sanitation, electricity, transport, digital connectivity and community facilities. Micro-planning at the settlement level will guide investments based on actual needs, ensuring that no community remains isolated from essential services or opportunities.

Health and well-being will be approached holistically. Culturally sensitive and accessible healthcare services will be strengthened at the community level, integrating modern medical systems with traditional and indigenous knowledge in appropriate cases. Preventive healthcare, nutrition security, mental health support and care for vulnerable groups such as children, women, older persons and persons with disabilities will receive focused attention. Digital health platforms and mobile services will ensure continuity of care even in remote locations.

Cultural identity and heritage will be recognised as sources of strength and dignity. Indigenous languages, art forms, oral traditions and knowledge systems will be documented, preserved and revitalised. Cultural

expression will be supported not only as heritage but as a means of livelihood, creativity and social recognition. Education, media and public spaces will reflect the diversity of cultures and histories, fostering mutual respect and social cohesion.

Governance will be participatory, decentralised and rights based. Local institutions and community organisations will play a central role in planning, implementation and monitoring of development programmes. Data driven decision making and transparent use of resources will strengthen accountability. Legal safeguards and grievance-redress mechanisms will be reinforced to protect rights and prevent exclusion. Development planning will consciously address the specific needs of particularly vulnerable groups within Scheduled Castes and Scheduled Tribes, ensuring differentiated and responsive interventions.

Gender equity will be integral to the vision. Women and girls will be supported through education, livelihood opportunities, leadership development and social protection measures. Programmes will actively challenge social barriers that limit participation and agency, enabling women to emerge as leaders in families, communities and institutions.

Vision 2031 also recognises the importance of preparing for a changing future. Climate resilience, environmental sustainability and disaster preparedness will be embedded across development initiatives. Traditional ecological knowledge will be integrated with modern approaches to promote sustainable livelihoods and responsible management of natural resources. Digital literacy and access will be expanded to ensure participation in the knowledge economy while safeguarding cultural autonomy and social values.

By 2031, development will be assessed not only in terms of income and infrastructure, but also by the extent to which people are able to live with security, opportunity and meaningful participation in society. The vision seeks a society where Scheduled Castes and Scheduled Tribes are no longer defined by disadvantage, but by opportunity, contribution and leadership. It is a commitment to transform historical injustice into shared progress, ensuring that the future of Kerala is shaped with the most marginalised communities.

27

SOCIAL JUSTICE

The Context and Present Status

Kerala has a proud history of leading the way in social welfare with a focus on the rights of every individual. Today, the state is a model of social development, featuring an extensive network of support centers, special schools, and community-led care programs. To build on this success, there is an opportunity to adapt to modern changes, such as the growth of smaller family units and shifting economic needs. By evolving these systems, the state can ensure that the elderly remain deeply connected to their communities and that financial support remains strong and effective for everyone.

In the area of disability, great progress has been made through early intervention and special education centres like Buds Schools, Autism centres, IED programmes in schools. The next step is to further improve universal access and create smoother paths from the classroom to meaningful jobs. For the transgender community, existing progressive policies provide a strong base to grow social inclusion and expand specialized healthcare services. Similarly, the probation and correctional systems are moving away from focusing solely on punishment. Instead, they are evolving to focus on human dignity, rehabilitation, and helping individuals successfully return to society. This current foundation of strength is ready to be enhanced through digital tools, high-quality care standards and better coordination between government departments and the public.

Potential

The potential of Kerala lies in its unique "Social Capital" the collective consciousness of a society that values the welfare of the neighbour as much as its own. There is a great wealth of experience among retired professionals whose skills can be shared through **Skill Banks** and community groups to mentor others and lead local projects. The growing digital infrastructure of the state offers the chance to create a seamless welfare system where the **UDID** and digital health platforms bring services directly to the people. Kerala has the ability to adopt successful international ideas, such as community care models from Japan or active aging centers from Singapore, and make them work locally. By encouraging inclusive hiring and supporting diversity in business, the state can open up new opportunities for the differently-abled and transgender communities. The potential for growth is also found in the youth. By teaching empathy and social responsibility in schools from an early age, a future generation is being raised that sees social justice as a natural part of daily life.

The Vision for 2031

By the year 2031, the vision of the Government is to realize a Kerala where every citizen, regardless of their physical ability, age, or gender identity, lives with absolute autonomy and profound dignity. This vision is built upon the pillars of technology-driven empathy, universal accessibility and community-led support architecture.

By 2031 Kerala will be a Barrier-Free State. Every public space, from the smallest village road to the largest transit hub, will meet to universal access standards, featuring sensory parks, accessible footpaths and signal systems designed for the elderly and the differently-abled. Education will use a Three-Tier Integrated System where support is part of every school, ensuring every child can reach their full potential. A dedicated University

for Disability Studies will lead the way in research and new technology to help people in their daily lives.

In this future, the concept of aging will be redefined through the "Happy Ageing" initiative. The traditional "old age home" will be a relic of the past, replaced by vibrant Modernized Retirement Homes and Assisted Living facilities that are nature-friendly and socially connected. Every ward will host a high-tech Day Care Home (Pakalveedu) equipped with libraries and exercise facilities, serving as a hub for social reunion and lifelong learning. Healthcare for the elderly will be a specialized, seamless experience with geriatric wards in every district hospital and a dedicated cadre of Ayur-Geriatric Health Workers providing doorstep care.

The vision for the transgender community is one of total social and economic integration. Kerala will be a Gender-Affirmative State where specialized healthcare units are a standard feature in all medical institutions. Reservation in employment, entrepreneurship support through "Karuthal" schemes and the presence of transgender representatives in local self-governments will ensure that the community is not just protected, but is actively leading the progress of the state.

Social defense in 2031 will focus on healing and rehabilitation. The probation system will be a professional service that sees the potential in every person. Comprehensive post-release orientation, self-employment support, and the protection of the children of those in prison will ensure that the cycle of marginalization is broken forever.

Central to this vision is a Unified Social Justice Complex in every district, a one-stop destination where technology and humanity meet. All services will be powered by a reliable, real-time database, ensuring that welfare is proactive rather than reactive. By 2031, the state aims to be free of destitution, achieving this not through coercion but through creating a comprehensive safety net that catches every individual in need.

By 2031, Kerala will be a society where the term "marginalized" becomes obsolete. It will be a state where the government acts as a facilitator of dreams, where the community acts as a shield of protection, and every resident can say with pride that they live in the most compassionate corner of the world with their rights protected. This is our promise to the future: a sustainable, inclusive, and empowered Kerala for all.

28

SPORTS

Context and Present Status

Kerala has a long and proud sporting tradition, ranging from the traditional beauty of boat races like Vallam Kali to modern stadiums where our athletes win glory for India. As we approach 2031, marking 75 years since the state was formed; we realize that our past success is just the beginning. We need to build a future that is more organized and uses the latest technology. Currently, the sports sector operates through a network of schools, universities, and associations, yet it faces challenges such as the need for more professionalized governance and a shift away from outdated administrative methods.

While the government was among the first to create a dedicated policy for sports, there is still a gap between our current status and the use of modern science. Right now, many young athletes at the local level do not have access to the latest technology or training methods based on data. Even though there are many sports facilities across the state, they need a complete upgrade to reach international standards. The focus must be on building multi-purpose indoor stadiums that can be used in any weather. It is also important to provide modern medical and testing centers with advanced equipment to help athletes stay healthy and perform at their best. We also need to deal with rising health issues caused by modern lifestyles. A strong "Sports for All" mission can help with this. This plan goes beyond just winning medals; it aims to make public health a top priority for everyone in the state.

Potential

The potential for our state to become a world-class center for sports is huge because of our varied landscape and our healthy, well-educated people. The state possesses a natural advantage for developing high-altitude training facilities in its hilly terrains and water sports centers along its extensive coastline. Furthermore, the growing sports economy presents a significant opportunity for the growth of local industries, ranging from the manufacturing of high-quality sports equipment to the expansion of sports tourism. By using the "Nava Kerala" vision, the state can bring in more money from private businesses and social responsibility funds. This will create a steady financial plan so that sports development does not have to depend only on government grants.

There is a lot of hidden talent in our villages and tribal areas. We can help these young people grow by using scientific ways to find their skills early and by giving them long-term training programs. The integration of Artificial Intelligence, Data Analytics, and Virtual Reality into training modules offers the potential to revolutionize how athletes prepare for international stages like the Olympics. By teaching everyone about "Sports Literacy," the state helps people understand why fitness and fair play matter, which builds a stronger and more disciplined community. Moving from just watching sports to building a real sports industry will create new jobs and put the state on the world sports map.

Vision 2031

The Vision for 2031 is the creation of a "Developed Sports Knowledge Society" where sports is a vital pillar of human development, economic prosperity, and social inclusion. The vision want to make sure every village

has a high-quality playground. In every district, there will also be an international-standard sports school or a "Sports Life Fitness Center". This vision is built on the foundation of an "Athlete-Protector Framework" ensuring that every talented individual, regardless of their economic background or gender, is provided with a safe, transparent and professional environment to excel. The aspiration is to see the athletes of the state consistently standing on the podiums of the Olympics and other global championships, backed by a world-class network of High-Performance Centers.

Central to this vision is the total digital transformation of sports governance. By 2031, the state will implement a comprehensive Sports Data Management System that tracks the journey of an athlete from their first trial to their international debut, recording every metric of fitness, nutrition, and performance. This digital shift will ensure that scholarships, awards, and stadium bookings are handled through a transparent online portal, eliminating administrative delays and ensuring that benefits reach the deserving directly. The management of sports associations will be run by professionals, bringing in experts in business and law to make sure the system is free of corruption and based only on talent.

The health of the citizens is the greatest wealth of the state. Vision 2031 seeks to combat the rise of lifestyle diseases by making physical education a mandatory and joyful part of the school curriculum from the primary level. The "Fitness for All" mission will be a people's movement, involving local bodies and community volunteers to encourage a lifestyle where daily exercise is the norm. This mission will be supported by "Green Stadiums" that utilize solar energy and recycled water, reflecting the commitment of the state to environmental sustainability even within the sporting sector.

The plan also includes growing the sports economy. By working together with private companies, the state will become a top choice for international tournaments and sports travel. This will help businesses like hotels and transport grow as more people visit. Local manufacturing of sports gear and the establishment of specialized research centers in sports science and engineering will create a new generation of professionals from sports psychologists to data analysts. This complete approach will ensure that sports contributes significantly to the Gross State Domestic Product.

The Vision 2031 also focuses on the character of the youth. The vision wants to build a sports culture based on doing the right thing, where there is zero tolerance for cheating or the use of drugs. It aims to teach every young athlete the importance of fair play, respect for others, and being a responsible member of society. By making sports inclusive and supporting women and para-athletes through professional leagues and safe training areas, the state will show that sports is for everyone and gives everyone a fair chance to succeed. Through this comprehensive draft for the future, the vision aims to mark the name of the state permanently on the global sporting map, creating a legacy of excellence that will inspire generations to come.

29

SURVEY AND LAND RECORDS

Context and Present Status

Land is not merely a physical resource; it is the foundation of rights, identity, development, and economic security. Every activity related to planning, infrastructure, taxation, financial transactions, environmental protection, disaster management and social justice is directly or indirectly linked to land. Therefore, the quality of land administration reflects the strength of governance itself. For more than a century, the system of survey and land records has shaped how people relate to land, how ownership is defined, and how development is guided.

The present land administration system has its roots in the historic Settlement Survey conducted between 1882 and 1934. These records continue to serve as the backbone of revenue administration even today. However, with rapid urbanisation, population growth and changing land use patterns, these century-old records gradually lost relevance. The re-survey initiated in 1966 attempted to address this gap, but due to outdated technology, limited human resources and lack of digital support, the process remained incomplete for decades. As a result, land records became outdated, boundaries remained unclear, disputes increased and land related services became slow and complex.

This situation demanded a fundamental transformation. In response, the digital survey initiative "Ente Bhoomi" was launched in 2022 as a technology driven, citizen-centric programme. Using GIS, RTK technology and modern field based methods, the initiative ensures accuracy up to 2–5 centimetres, replacing outdated paper based systems with high precision digital records. Integrated platforms such as ILIMS now connect survey, registration and revenue services into a single ecosystem, making land administration more transparent and efficient. The current phase represents a shift from manual systems to an integrated digital framework that places citizens at the centre of land governance.

Potential

The transformation of land administration into a digital, spatially enabled system opens extraordinary possibilities for governance and development. Accurate geospatial data has the power to redefine how decisions are made across sectors. When land records become reliable, real-time and easily accessible, every public institution gains the ability to plan better, respond faster and deliver services more effectively.

One of the strongest potentials lies in governance integration. Through ILIMS, survey, registration and revenue data converge into a single source. This allows automatic mutation of ownership, seamless updating of records and instant availability of authoritative land information. Citizens no longer need to move between departments; instead, services reach them through unified digital platforms. This reduces delays, eliminates duplication and strengthens trust in public systems.

The economic potential is equally significant. Banks and financial institutions can assess land value, boundaries and legal status instantly, making credit processes faster and more secure. Entrepreneurs can access reliable land information for investments, infrastructure projects and industrial planning. Real estate markets become more transparent, reducing speculative risks and legal uncertainties.

In the field of disaster management and climate adaptation, digital land records offer transformative value. Flood mapping, landslide prediction, post-disaster damage assessment and compensation distribution can all be carried out using precise spatial data. Environmental agencies can monitor forest boundaries, wetlands, coastal zones and sensitive ecosystems, ensuring that development remains aligned with sustainability goals.

The integration of artificial intelligence, 3D mapping, digital twins, drones and blockchain can make land administration predictive, interactive and future-ready. These tools will not only improve accuracy but also enable scenario-based planning for urban growth, transport systems, water management and ecological conservation. The land record system thus evolves from a static archive into a living knowledge infrastructure that supports every dimension of development.

Vision
The vision for 2031 is to create a people-centred, technology-driven and trust-based land administration system that ensures secure ownership, transparent governance and sustainable development. Land records will no longer be fragmented documents stored in offices; they will become a dynamic digital asset that empowers citizens and strengthens institutions.

In this future, every parcel of land will carry a single, authoritative digital identity. The principle of "One Title – One Truth" will define the system, where each landholding has a clear, legally valid and technologically secured record. This will drastically reduce disputes, eliminate ambiguity and build a strong foundation for economic confidence. Ownership will not merely be recorded; it will be conclusively established and protected.

Digital platforms will become the primary interface between citizens and land administration. Through simple online systems, people will access maps, ownership records, tax details, legal status and transaction histories in real time. Processes such as registration, mutation, certification and valuation will be automated, reducing human intervention and eliminating scope for delays and irregularities. The citizen experience will be defined by simplicity, speed and transparency.

Land administration will emerge as the core engine of development planning. Urban and rural planning agencies will use spatial data to design smarter cities, resilient villages and efficient infrastructure networks. Roads, housing, water supply, drainage systems and public facilities will be planned using accurate land data, ensuring optimal use of space and resources. Land use will be guided by scientific zoning, balancing growth with environmental protection.

Social justice will become a central outcome of this transformation. Clear land records will empower vulnerable communities by safeguarding their rights and preventing exploitation. Marginal farmers, informal settlers and small landholders will gain secure legal recognition, enabling access to credit, welfare schemes and development opportunities. Land will evolve from a source of conflict into an instrument of social stability and economic inclusion.

Environmental sustainability will be deeply embedded in land governance. Spatial data will support conservation of forests, wetlands, rivers and coastal areas. Climate-sensitive planning will ensure that land use decisions reduce disaster risks and protect natural systems. Development will no longer ignore ecological limits; instead, it will respect them through data-driven regulation.

Institutional capacity will be continuously strengthened through training, research and innovation. Survey professionals will become geospatial experts, capable of managing complex digital systems. Survey Academy 2.0 and knowledge partnerships will nurture a new generation of skilled human resources. Public–private collaboration will introduce global best practices while retaining strong public oversight.

The land administration system of 2031 will be more than a service mechanism; it will represent a new social contract between people and governance. Trust will replace uncertainty, data will replace discretion, and participation will replace exclusion. Citizens will not feel dependent on offices and intermediaries; instead, they will feel empowered by access to accurate information and responsive systems.

Ultimately, the vision is to move from boundaries to rights, from paperwork to knowledge, from disputes to trust. Land records will become the invisible backbone of development, quietly supporting every aspiration of society. The transformation of survey and land records will not only modernise administration but also redefine how people relate to land, governance and the future.

30

TOURISM SECTOR

Context and Present Status

Tourism is more than travel and leisure; it is a dialogue between people, cultures, landscapes and ways of life. When a visitor arrives, what is truly experienced is not only a destination, but a living society with its traditions, aspirations and values. Tourism therefore represents one of the most human forms of economic activity, where growth is directly linked to hospitality, culture, environment and community participation.

Over the years, the tourism sector has emerged as one of the most visible contributors to economic and social development. Beaches, hills, backwaters, wildlife, heritage centres, wellness traditions, cuisine and festivals together created a distinctive tourism identity that attracted both domestic and international travellers. The sector generated large employment opportunities, especially for youth and women, and supported livelihoods across transport, accommodation, handicrafts, food services and local enterprises. Tourism became a strong pillar of the service economy and a key driver of regional development.

The present phase is therefore defined by transition. The sector is moving away from volume-driven tourism towards value-driven tourism. Concepts such as sustainable tourism, responsible tourism, community tourism, experiential tourism and digital tourism are now shaping the policy framework. The document on Vision 2031 emphasizes inclusive growth, decentralized tourism, climate resilience, digital integration and community participation as the guiding principles for the future. Tourism today stands at a crossroads where it must redefine its purpose, not only as an industry, but as a social and environmental movement.

Potential

The tourism sector holds immense potential to evolve into a model of sustainable and inclusive development. The richness of natural landscapes, cultural diversity and traditional knowledge systems provides a strong foundation for experiential tourism. Visitors increasingly seek authentic experiences, meaningful interactions and responsible travel, rather than mass tourism. This global shift creates a unique opportunity to reposition tourism as a high-value, low-impact sector.

Community-based tourism offers one of the strongest growth pathways. By enabling local communities to manage homestays, cultural experiences, eco-trails, farm visits and craft centres, tourism becomes a tool for grassroots development. Income flows directly to households, strengthening rural economies and reducing migration. Women-led enterprises, youth collectives and self-help groups can emerge as key stakeholders in tourism services. Digital transformation further expands the sector's potential. Artificial intelligence, virtual reality, digital guides, smart booking systems and data-driven marketing allow personalised travel experiences and efficient service delivery. Tourists can explore destinations virtually before visiting, access real-time information and receive customised recommendations based on interests and preferences. This improves visitor satisfaction while reducing overcrowding through better distribution of travel flows.

Wellness and health tourism also represent a significant opportunity. Ayurveda, yoga, meditation, naturopathy and holistic healing attract a global audience seeking physical and mental well-being. This form of tourism integrates traditional knowledge with modern wellness practices, creating a unique identity that aligns with global lifestyle trends.

The strongest potential lies in linking tourism with environmental stewardship. Carbon-neutral tourism, green certifications, eco-friendly infrastructure, waste-free destinations and renewable energy use can transform tourism into a climate-positive sector. Tourism thus becomes not only a consumer of nature, but a protector of natural and cultural heritage.

Vision

The vision for 2031 is to create a tourism ecosystem that is human-centred, environmentally responsible and culturally rooted. Tourism will not merely bring visitors to destinations; it will build meaningful relationships between people and places. Every journey will become a shared experience of learning, respect and connection.

In this future, sustainability will form the foundation of tourism development. Each destination will be planned according to its ecological capacity. Carrying capacity studies, environmental impact assessments and community consultations will guide infrastructure creation. Tourism will no longer overwhelm landscapes; instead, it will adapt to their limits. Natural resources will be protected, biodiversity preserved and local ecosystems strengthened through tourism-led conservation initiatives.

Community participation will become the heart of tourism. Local people will not remain passive service providers; they will emerge as hosts, storytellers, entrepreneurs and cultural ambassadors. Villages will offer homestays, traditional cuisine, craft experiences and heritage walks. Urban centres will showcase cultural festivals, art spaces and creative hubs. Tourism will thus decentralize economic growth and spread benefits across regions.

Digital innovation will redefine the visitor experience. Smart tourism platforms will integrate travel planning, accommodation, transport, safety, payments and feedback into seamless digital ecosystems. Artificial intelligence will offer personalised itineraries, while virtual and augmented reality will enhance interpretation of heritage sites and natural attractions. Technology will not replace human interaction; it will enrich it by making experiences more accessible, informative and engaging.

Wellness tourism will become a global signature. Integrated wellness destinations will offer holistic health journeys combining traditional healing, nature immersion and lifestyle transformation. Visitors will arrive not just to relax, but to heal, reflect and reconnect with themselves. This will position tourism as a contributor to global well-being.

Cultural tourism will evolve into a shared experience. Festivals, music, dance, theatre, literature and cuisine will become immersive experiences rather than staged performances. Visitors will participate in cultural life, learn local languages, understand social values and contribute to cultural preservation. Tourism will strengthen cultural identity instead of diluting it.

Environmental responsibility will shape every aspect of tourism. Green transport, electric mobility, plastic-free zones, waste recycling, water conservation and renewable energy will become standard practices. Tourism enterprises will adopt carbon accounting and climate adaptation strategies. Destinations will emerge as models of sustainable living that inspire both visitors and residents.

By 2031, tourism will represent a new philosophy of development. It will move away from extractive growth towards regenerative growth. Tourism will heal landscapes, empower communities and preserve heritage. It will transform from a sector that consumes destinations into one that nurtures them.

The ultimate vision sees tourism as a shared journey, enriching both visitors and host communities. A journey where visitors leave not only with memories, but with deeper understanding and respect. A journey where hosts gain not only income, but pride and confidence. A journey where development is not measured by numbers alone, but by harmony between people, culture and nature.

31

TRANSPORT SECTOR

Context and Present Status

Transport is the lifeline of modern society. It determines how people connect with opportunities, how goods move across regions, and how cities and villages remain socially and economically integrated. Mobility is no longer only about movement from one place to another; it is about access to education, health, employment, markets, culture and dignity. The quality of a transport system reflects the quality of everyday life experienced by people.

The present transport system has expanded rapidly in recent decades. Growth in population, urbanisation and rising incomes has led to a sharp increase in vehicle ownership. Road networks have grown, public transport fleets have expanded, and new institutions have been created to regulate, manage and support mobility. Public bus services, motor vehicle administration, inland water transport, road safety institutions and training centres together form a complex ecosystem serving millions of daily journeys.

However, this expansion has also brought new challenges. Congestion in urban centres, pressure on limited road space, rising accident rates, air pollution, noise and increasing travel time have become persistent concerns. Dependence on private vehicles continues to grow, while public transport often struggles to keep pace with rising expectations. Infrastructure built for an earlier era now faces stress under current demand patterns. Climate change has further intensified vulnerabilities, with floods and extreme weather frequently disrupting transport networks.

Digital initiatives have begun to reshape service delivery. Online licensing, smart cards, GPS-based fleet monitoring, intelligent traffic systems and e-governance platforms have improved transparency and efficiency. Inland water transport is being revived through modern terminals and vessels, while road safety authorities promote scientific approaches to accident prevention. Yet, these efforts remain fragmented and unevenly integrated. The present moment therefore represents both achievement and urgency – a system with strong institutional foundations, but one that must transform rapidly to remain sustainable, inclusive and resilient in the face of future demands.

Potential

The transport sector is positioned to act as a catalyst for sustainable development. With the right vision, mobility can shift from being a source of stress and inequality to a source of comfort, efficiency and social inclusion. The greatest potential lies in integration – integrating modes, institutions, data, infrastructure and people into a unified mobility ecosystem.

Digital technology offers transformative opportunities. Artificial intelligence, big data and sensor networks can enable real-time traffic management, predictive maintenance and intelligent route planning. Smart mobility platforms can integrate buses, rail, metro, ferries, taxis, autos and non-motorised transport into a single system accessible through simple digital interfaces. This allows journeys to be planned seamlessly across multiple modes, reducing delays and uncertainty.

Public transport holds immense potential as the backbone of sustainable mobility. Expanding high-quality bus systems, modernising terminals, introducing electric and low-emission fleets, and improving service frequency can significantly reduce dependence on private vehicles. Inland water transport, once a traditional mode of travel, can re-emerge as a modern, efficient and environmentally friendly alternative for both passenger and freight movement.

Green mobility opens another major frontier. Electric vehicles, charging infrastructure, renewable energy integration and clean fuel technologies can reduce carbon emissions and improve air quality. Pedestrian-friendly streets, cycling networks and last-mile connectivity enhance accessibility while promoting healthier lifestyles. Mobility thus becomes aligned with climate goals and public health objectives.

Institutional integration also holds vast promise. Unified transport authorities, common ticketing systems, data-sharing platforms and coordinated policy frameworks can eliminate duplication and improve governance. When institutions work together, mobility becomes not only more efficient but also more responsive to citizen needs. The sector can then evolve from a collection of departments into a single living system serving people and places.

Vision

The vision for 2031 is to build a people-centred, integrated and sustainable transport system that ensures safe, affordable, accessible and environmentally responsible mobility for all. Transport will no longer be experienced as a daily struggle, but as a reliable service that supports quality of life, economic opportunity and social inclusion.

In this future, mobility will be organised around integration. All modes of transport – road, rail, water and non-motorised – will function as parts of a single coordinated network. Unified ticketing systems will allow passengers to travel seamlessly across buses, trains, ferries and shared mobility services using a single payment platform. Journey planning will be supported by real-time digital information, enabling people to choose the fastest, safest and most comfortable routes.

Public transport will become the preferred mode of travel. Modern bus fleets, efficient scheduling, clean vehicles and high-quality terminals will redefine the travel experience. Inland water transport will operate as a parallel mobility corridor, especially in densely populated coastal and backwater regions. These systems will not merely transport people, but restore dignity, comfort and reliability to everyday journeys.

Mission Zero will guide road safety policies, aiming to reduce deaths and serious injuries to the lowest possible levels. Intelligent traffic management systems, speed regulation, behavioural analytics and scientific enforcement will shift road safety from punishment to prevention. Infrastructure design will prioritise human life over vehicle speed, ensuring that streets are safe spaces for pedestrians, cyclists and vulnerable users.

Environmental sustainability will define all mobility decisions. Electric buses, green ferries, low-emission vehicles and renewable energy-powered infrastructure will significantly reduce the carbon footprint of transport. Urban planning will promote walkability, cycling and public spaces, reducing the need for motorised travel. Mobility will thus become a key contributor to climate resilience and environmental protection.

Digital transformation will reshape governance and service delivery. Licensing, registration, taxation and compliance will operate through intelligent e-governance platforms. Data hubs will integrate information from multiple institutions, enabling evidence-based policy making and responsive management. Citizens will experience transport services as transparent, accountable and user-friendly.

Institutional integration will strengthen coordination. A unified transport authority will guide planning, operations and regulation across regions. Policies will align land use with transport development, ensuring that housing, employment and services are connected through efficient mobility corridors. Public–private partnerships will support innovation while retaining strong public oversight.

Social inclusion will remain a central value. Transport will be accessible to women, children, elderly persons and persons with disabilities through universal design principles. Affordable fares, safe waiting spaces, gender-sensitive mobility and community-based services will ensure that no one is excluded from opportunity due to lack of transport.

By 2031, transport will be more than infrastructure; it will be a shared public service shaping everyday experiences. Roads will connect not only places, but lives. Buses and ferries will carry not only passengers, but aspirations. Mobility will no longer be measured by speed alone, but by comfort, safety, sustainability and equity. The ultimate vision is of a transport system that listens to people, respects nature and adapts to change. A system that does not dominate cities, but humanises them. A system that does not chase endless expansion, but seeks balance and well-being. In this vision, mobility becomes a foundation for a humane, inclusive and sustainable society, where movement empowers life rather than exhausting it.

32

WATER RESOURCES

Context

Water has always shaped lives, livelihoods and landscapes. Rivers, reservoirs, wetlands and groundwater systems support drinking water needs, agriculture, energy generation, ecosystems and economic activity. Over time, substantial public investment has been made in dams, irrigation networks, flood control structures and drinking water schemes. These efforts have expanded access and improved water security for large sections of the population, forming the backbone of social and economic development.

At present, water availability is marked by sharp seasonal variation. Periods of intense rainfall coexist with prolonged dry spells, creating recurring cycles of floods and scarcity. While surface water systems are extensive, their effective utilisation is limited by ageing infrastructure, siltation of reservoirs, encroachment of water bodies and inefficiencies in distribution networks. Groundwater resources, increasingly relied upon for drinking water and irrigation, show signs of stress in several regions due to over-extraction and inadequate recharge.

Irrigation systems continue to support agriculture but face challenges related to uneven coverage, water losses and limited adoption of efficient practices. Flood management remains largely reactive in many locations, with structural measures alone proving insufficient to address the changing intensity and frequency of extreme rainfall events. Water quality issues arising from pollution, saline intrusion and inadequate wastewater management further reduce the availability of usable water.

Institutional arrangements exist for planning, regulation and implementation, yet coordination across sectors and scales remains limited. Approaches have largely focused on infrastructure creation, with insufficient integration of ecological sustainability, community participation and long-term resilience. The present moment therefore represents a turning point. Past investments provide a strong foundation, but future water security demands a deeper, people-centred and systems-based transformation. Vision 2031 emerges from this context as a renewed commitment to sustainable, equitable and resilient water governance.

Potential

The water sector holds immense untapped potential to support human well-being, economic resilience and environmental balance. The region is endowed with abundant rainfall, dense river networks, wetlands and a long tradition of community engagement with water. When managed wisely, these natural assets can ensure water security even under changing climate conditions.

A major opportunity lies in adopting integrated water resources management. By recognising rivers, reservoirs, groundwater, wetlands and coastal systems as interconnected, water can be managed more efficiently and equitably. Advances in data systems, real-time monitoring and scientific planning tools offer new possibilities for informed decision-making, early warning for floods and droughts, and adaptive management.

There is strong potential to modernise irrigation by shifting from water-intensive practices to efficiency-driven systems. Micro-irrigation, command area development

and participatory irrigation management can significantly improve productivity while reducing water stress. Revitalisation of traditional water bodies, tanks and canals can enhance local water storage, strengthen groundwater recharge and restore ecological functions.

Urban and rural water supply systems can benefit from technology-enabled distribution management, leakage control and decentralised treatment solutions. Reuse of treated wastewater opens opportunities for non-potable applications, reducing pressure on freshwater sources. Ecosystem-based approaches such as river restoration, wetland conservation and catchment protection offer cost-effective and sustainable solutions for flood moderation and water quality improvement.

Community stewardship presents another major opportunity. When combined with institutional support, local participation can transform water management from a top-down service into a shared responsibility. Awareness, education and local ownership can ensure responsible use and long-term protection. The potential lies in reimagining water as a shared resource and a shared responsibility, where governance, technology, nature and people work together to secure water for present and future generations.

Vision

Vision 2031 presents a future where water is managed with wisdom, care and foresight, placing people, ecosystems and resilience at the centre of development. The vision moves beyond controlling water towards living with water, recognising its natural rhythms and respecting its limits. By 2031, safe and reliable water becomes a lived reality for households across seasons, reducing vulnerability and strengthening well-being.

Drinking water systems will be resilient, climate-adaptive and locally responsive. Surface water and groundwater sources will be protected through scientific management, regulation and community participation. Water quality will be safeguarded through effective pollution control, strong monitoring and comprehensive wastewater treatment. Access to water will be guided by equity and fairness, ensuring that vulnerable communities are protected during periods of scarcity. Water will no longer be a source of anxiety, but a foundation of dignity, health and everyday security.

Vision 2031 imagines rivers that flow cleaner and healthier, wetlands that absorb floods and sustain biodiversity, and catchments that retain water rather than lose it. River basin–based planning will replace fragmented interventions, enabling coordinated action across upstream and downstream regions. Flood management will evolve from emergency response to risk-informed resilience, combining structural measures with nature-based solutions. Reservoirs will be managed dynamically to balance flood moderation, drinking water supply, irrigation needs and ecological flows. Desiltation, catchment treatment and sediment management will extend the life of infrastructure while restoring ecological balance.

Agricultural water use will become smarter and more sustainable. Irrigation systems will be modernised to minimise losses and maximise productivity. Farmers will be supported to align crop choices with water availability and adopt efficient irrigation practices. Participatory irrigation management will empower water users to plan, operate and maintain systems collectively. Agriculture will evolve from being a major source of water stress to an active partner in conservation and efficiency.

Infrastructure under Vision 2031 will be intelligent, adaptive and efficient. Sensors, decision-support systems and real-time data will guide operations across dams, canals and water supply networks. Maintenance will become proactive rather than reactive, reducing disruptions and improving reliability. Investments will focus not only on creating new assets, but on optimising and sustaining existing systems.

Governance systems will become integrated and transparent. Institutions responsible for water supply, agriculture, energy, environment and disaster management will work in coordination, sharing data and aligning objectives. Policies will be evidence-based, and planning will take a long-term perspective that accounts for climate variability and demographic change. Clear accountability mechanisms will strengthen trust and performance.

Local bodies and communities will be active partners in implementation. Local knowledge, citizen feedback and community monitoring will shape solutions that are context-sensitive and inclusive. Capacity building and

institutional support will enable decentralised decision-making while maintaining coherence at larger scales.

Water will emerge as a catalyst for sustainable livelihoods. Reliable irrigation will strengthen food security and rural incomes. Clean rivers and water bodies will support fisheries, tourism and local enterprises. Skill development in water management, monitoring and maintenance will create new employment opportunities. Economic growth will be aligned with water availability, ensuring that development today does not undermine security tomorrow.

Education and awareness will foster a culture of stewardship. From childhood onward, people will learn to respect, conserve and share water responsibly. Every drop will be valued, not merely because it is scarce, but because it sustains life. By 2031, society will move towards a future where floods no longer devastate lives, droughts no longer erode dignity and water governance reflects care, inclusion and foresight.

Vision 2031 ultimately imagines water not just as a resource to be managed, but as a living system to be cherished and protected. It is a future where water supports life in all its forms—human, ecological and economic—and is passed on safely and responsibly to generations to come.

33

WOMEN AND CHILD DEVELOPMENT

Context and Present Status

The true measure of the state's progress lies in the well-being of women and children. This commitment has placed the state at the forefront of national achievements in health, education, and social unity. Today, the state operates with a robust "Zero Tolerance" approach toward violence against women and children, supported by a specialized gender-sensitive infrastructure. With 52 percent of the population comprising women, the government has moved beyond mere welfare to institutionalize empowerment through Gender and Child Budgeting, which currently accounts for nearly 22 percent of the total state plan. Programs such as "Our Responsibility to Children" (ORC), the "Kaval" initiative for rehabilitation and "Dheera" for self-defense have already established a foundation of safety and resilience. Yet, the present status also reveals paradoxes—while girls excel in higher education, their participation in the workforce remains disproportionately low and social evils like the dowry system persist despite legal interventions. This context provides the imperative for a reimagined vision that translates educational attainment into economic sovereignty and ensures that the protection of the vulnerable becomes a collective social reflex.

Potential

The potential of this state lies in its unique social consciousness and the high degree of awareness among its citizens regarding their rights. This "Kerala Model" is now poised for a transition into a modern, technology-driven and highly skilled ecosystem. The vast network of Anganwadis, already the finest in the country, holds the potential to evolve into world-class pre-school hubs that utilize artificial intelligence and modern nutritional science to eliminate growth stunting and micro-nutrient deficiencies.

There is immense untapped potential in the female workforce. By addressing "career gaps" through systematic upskilling and cross-skilling programs, the state can transform every household into a unit of economic productivity. The existing institutional framework ranging from One-Stop Centers and Nirbhaya Homes to the Women's Development Corporation provides a ready launchpad for a future where every woman is not just safe, but self-reliant. Furthermore, the decentralization of parenting support through 152 block-level clinics and the integration of psychosocial counseling in schools demonstrate a readiness to lead in mental health and holistic child development on a global scale.

Vision

By 2031, the vision of the government is to realize a Kerala where the dignity, safety and empowerment of women and children are woven into the very fabric of daily life. This is not merely a roadmap of schemes, but a commitment to an aspirational future where every individual can thrive without fear.

The future envisions a landscape where at least one woman in every household is an active participant in the professional workforce. To bridge the gap between education and employment, the state will implement a comprehensive support system that includes the

establishment of creches in every workplace and local government institution by 2031. Women's hostels in every district will be transformed into integrated living spaces that accommodate children up to the age of twelve and provide on-site childcare. The vision is to eliminate the concept of "career sacrifice," ensuring that motherhood or domestic responsibilities never serve as barriers to professional growth.

The vision for 2031 is a "Child-Safe Kerala" (Bala Surakshitha Keralam), where homes, schools and public spaces are inherently protective environments. The state will move beyond institutional care toward a family-based rehabilitation model, ensuring that every child grows up in the warmth of a home through strengthened foster care and community support. Anganwadis will be completely modernized into child-friendly centers of excellence, ensuring 100 percent of newborns receive breastfeeding within the first hour and every child receives scientifically monitored nutrition. Technology will be the backbone of this development, with AI-driven monitoring of growth and health through systems like the "Kunjoos Card" becoming universal.

The health of women will be prioritized through a shift toward preventive care and early detection. The goal is to dramatically reduce the prevalence of anemia and establish "Women's Clinics" with integrated mental health support across all local health centers. By 2031, every woman will have the awareness and access to regular screenings for breast cancer and lifestyle diseases, making the "Me Time" for health a cultural norm. Special care will be extended to children with unique needs and chronic illnesses, ensuring they receive specialized institutional and medical support as a matter of right.

The final pillar of this vision is the total eradication of social evils and the creation of a gender-sensitive society. Through "Gender Sensitive City Planning" in collaboration with international agencies, our urban and rural landscapes will become safe and inclusive for all. The "Dheera" self-defense training will be a part of every school curriculum, instilling unshakable confidence in every young girl. By 2031, Kerala will have transitioned from a society that simply protects women and children to one where their leadership and potential are the primary drivers of the state's prosperity. This is the promise of 2031 a future defined by justice, equality and the boundless potential of the next generation.

34

YOUTH AFFAIRS

Context and Present Status

The strength and the hope of any society reside within the vibrancy of the youth. As we approach the seventy-fifth anniversary of the formation of Kerala in 2031, the government seeks to foster a serious dialogue regarding the future trajectory of the land. Over the past decade, the state has ascended various steps of development in education, health, and social welfare, emerging as a model for the entire country. This progress is underscored by the achievement of becoming the first state in India to be free of extreme poverty.

However, significant challenges persist within the youth demographic. One of the most critical hurdles is the high rate of unemployment among educated individuals. While the state leads in providing the highest number of appointments through the Public Service Commission, the unemployment rate among those aged between 15 and 29 stands at relatively high. This crisis is not characterized by a lack of jobs, but rather by a shortage of opportunities that align with the high skills, interests, and expectations of the educated youth. Consequently, while workers from other states arrive for employment, the young people of the state often migrate abroad for work or higher education. Furthermore, rising concerns regarding mental health, increasing suicide rates, and the prevalence of substance abuse necessitate urgent and comprehensive social interventions.

Potential and Opportunities

The potential of the youth of Kerala is rooted in their high level of education and creative capacity. To harness this power, the government is intensifying efforts to transition the state into a knowledge-based economy. The goal is to transform the youth from mere job seekers into job providers by fostering an environment conducive to entrepreneurship. Success in the international startup arena and the achievement of starting one hundred thousand enterprises in a single year serve as evidence of this growing potential.

There is a vast opportunity to integrate technical innovation within traditional sectors such as agriculture and small-scale industries. By attracting investment into knowledge-centric industries like Information Technology, Biotechnology, and Space Technology, the state can create a modern industrial ecosystem. The active role played by young volunteers during the floods and the pandemic has already demonstrated the efficiency of the local leadership and the spirit of the Kerala Youth Force (Team Kerala). Leveraging this volunteerism and the energy of various youth clubs provides a solid foundation for sustainable local development and disaster management.

The Vision for 2031

The vision for 2031 is the creation of a New Kerala where every young person is empowered to be a productive, healthy, and socially responsible citizen. The government envisions a future where the youth are not driven away by economic necessity but are instead anchored by a modern, inclusive, and technologically advanced society. By 2031, the state will be a fully realized knowledge economy where the focus remains on the continuous development of skills that match the evolving global job market. The youth will be equipped

to excel in a customized world, providing specialized goods and services to the entire country and the world. A comprehensive platform will be established to foster indigenous innovation in Artificial Intelligence, Creative Economy, New Energy, and Healthcare. Recognizing the rise of the gig economy, the government will implement comprehensive laws to ensure the security and welfare of gig workers, who are predominantly young.

Beyond economic growth, the vision encompasses a profound social transformation to dismantle regressive social attitudes, particularly regarding the freedom and rights of women, ensuring a truly modern and equal atmosphere by 2031. The mental well-being of the youth will be prioritized through the establishment of Youth Care Centers and the permanent availability of psychological counselors in schools, colleges, and community centers to address rising self-awareness issues and aggression. Scientific studies on mental health in the workplace and the prevention of suicides will inform a robust support system that views these issues as social responsibilities rather than personal failings. To combat lifestyle diseases and steer the youth away from the dangers of drugs and cybercrime, a vibrant sports culture will be integrated into the fabric of daily life. Physical education and sports will become an essential part of the academic curriculum. Every locality will have access to well-maintained playgrounds, and the National Adventure Academy at Devikulam will promote a culture of physical and mental resilience through adventure sports.

Finally, the vision for 2031 places the youth at the heart of decentralized governance and local leadership. Young professionals and educated youth will be given greater opportunities to participate in the planning and activities of local self-government institutions, ensuring their creative energy drives the development of the state. Their contributions will lead sustainable development goals, ranging from waste management and environmental protection to the rejuvenation of rivers and the promotion of "Green Youth" initiatives in agriculture. Through the coordinated efforts of the Department of Youth Affairs, the Youth Welfare Board, and the Youth Commission, the government is committed to building a future where the youth are the primary architects of a prosperous, sustainable, and innovative New Kerala.