

Three Kartavya Framework: Growth, Capacity, and Inclusion



The Union Budget 2026–27 is built around a clearly defined framework that the Finance Minister describes as three kartavya, or core duties of the Government. This framework provides the intellectual structure of the Budget and explains how diverse policy measures—ranging from manufacturing and infrastructure to education and social inclusion—fit into a single narrative.

The three kartavya are not presented as abstract ideas. They are used as organising principles to guide economic priorities, public spending, and reforms. By explicitly anchoring the Budget around these duties, the Government signals that policy decisions are being evaluated not in isolation, but in terms of how they contribute to long-term national goals.

At its core, this framework seeks to balance economic ambition with social responsibility. It recognises that rapid growth alone is not sufficient unless it is accompanied by capacity building and inclusive access to opportunities. The three kartavya together form the foundation on which the Budget's proposals are designed and implemented.

First Kartavya: Accelerating and Sustaining Economic Growth

The first kartavya focuses on accelerating and sustaining economic growth by improving productivity, competitiveness, and resilience. The Budget speech emphasises that growth must be strong enough to absorb shocks arising from volatile global conditions, technological change, and resource constraints.

This kartavya is reflected in the Government's continued emphasis on public investment, particularly capital expenditure. The proposed increase in public capex to ₹12.2 lakh crore in 2026–27 demonstrates the belief that infrastructure-led growth strengthens the economy's productive base and encourages private investment. Manufacturing expansion, logistics development, and energy security are also key components supporting this objective.

The Budget further highlights the importance of structural reforms in sustaining growth. Measures such as deregulation, simplification of compliance, and coordinated reform efforts with State

Governments are intended to reduce friction in economic activity.

Second Kartavya: Fulfilling Aspirations and Building Capacity

The second kartavya focuses on people—on enabling citizens to participate meaningfully in India's growth story by building skills, institutions, and opportunities. The Budget speech makes it clear that growth outcomes depend not only on investment and infrastructure, but also on the capacity of people to take advantage of emerging opportunities.

A key element of this kartavya is the renewed emphasis on the services sector as a driver of employment, exports, and aspiration. The Budget proposes the creation of a High-Powered "Education to Employment and Enterprise" Standing Committee to identify services sub-sectors with high growth and job potential. The objective is to make India a global leader in services with a targeted 10 percent share of global services exports by 2047. This reflects a recognition that services—such as IT, healthcare, tourism, design, education, and creative industries—will play a decisive role in shaping future employment.

Capacity building is also addressed through targeted interventions across sectors. In healthcare, the Budget proposes upgrading existing institutions and establishing new ones for Allied Health Professionals, with the aim of adding 100,000 professionals over the next five years. A structured caregiving ecosystem is also planned, with 1.5 lakh caregivers to be trained in the coming year. These measures are designed not only to meet domestic needs, but also to create skilled professionals who can serve global markets.

The Budget extends this capacity-building approach to emerging and creative sectors. Initiatives in animation, visual effects, gaming, comics, design, and sports are aimed at creating structured career pathways for youth. The proposal to set up AVGC content creator labs in schools and colleges, establish new design institutions, and strengthen sports infrastructure highlights the Government's intent to move beyond traditional employment models.

Education and research are another important pillar of this kartavya. Support for university townships near industrial and logistics corridors, hostels for women in STEM institutions, and investment in advanced scientific infrastructure reflect a long-term commitment to strengthening India's knowledge base. Together, these measures seek to convert aspiration into capability by ensuring that education, skills, and employment opportunities are aligned.

Third Kartavya: Sabka Sath, Sabka Vikas Through Inclusive Growth

The third kartavya aligns with the vision of Sabka Sath, Sabka Vikas and focuses on ensuring that growth reaches all sections of society and all regions of the country. The Budget emphasises that economic progress must translate into improved access to resources, services, and opportunities for families, communities, and regions that have historically been left behind.

In agriculture and the rural economy, the Budget outlines a shift from income support alone to productivity enhancement and diversification. Initiatives covering fisheries, animal husbandry, high-value crops, and agri-technology aim to increase farmer incomes while creating new employment opportunities in rural and peri-urban areas. The launch of Bharat-VISTAAR, a multilingual AI-based advisory tool integrating agricultural data and best practices, is intended to support better decision-making by farmers and reduce risk.

The Budget also places strong emphasis on empowering women and vulnerable groups. The proposal to set up Self-Help Entrepreneur Marts builds on the success of women-led livelihood programmes and encourages the transition from credit-based activities to enterprise ownership. For Divyangjan, targeted skill development programmes and improved access to assistive devices are aimed at ensuring dignified livelihood opportunities.

Mental health and trauma care receive focused attention under this kartavya. The proposal to establish a new national institute for mental healthcare and upgrade existing institutions addresses a critical gap in healthcare infrastructure, particularly in underserved regions. These measures underline the Government's view that inclusion must extend beyond income and employment to overall well-being.

Regional balance is another important aspect of inclusive growth. Special focus on the Purvodaya States and the North-Eastern Region through industrial corridors, tourism development, transport infrastructure, and cultural initiatives reflects an effort to integrate these regions more closely into the national growth process.



How the Three Kartavya Work Together

While each kartavya addresses a distinct objective, the Budget presents them as interconnected rather than independent. Accelerating growth without building capacity would limit long-term sustainability, while capacity building without inclusive access would deepen inequalities.

The three kartavya framework seeks to avoid both outcomes by aligning economic expansion, human development, and social inclusion.

This integrated approach explains why the Budget simultaneously focuses on capital expenditure, reforms, skills, services, agriculture, and social infrastructure. Each policy measure is positioned as contributing to at least one kartavya, and often to more than one. For example, infrastructure spending supports growth, creates jobs, and improves access; skill development builds capacity while enabling inclusion.

For readers from the finance and business domain, this framework provides a useful lens to interpret individual announcements. Rather than viewing measures in isolation, the three kartavya offer a way to understand how fiscal policy, reforms, and spending priorities are expected to work together over the long term.

Conclusion: The Kartavya Framework as the Budget's Anchor

The three kartavya framework is more than a thematic device; it is the anchor around which the Union Budget 2026–27 is structured. By clearly articulating duties related to growth, capacity, and inclusion, the Government has provided a coherent narrative that links economic ambition with social responsibility.

This framework signals a shift towards policy continuity and long-term execution. It sets expectations for how future budgets and reforms may be evaluated—not just by immediate outcomes, but by their contribution to sustained growth, empowered citizens, and inclusive development. In doing so, the three kartavya serve as both a roadmap and a benchmark for India's economic journey in the years ahead.