THE SCINDIA SCHOOL

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Raisina Economic Council

· Council Matrix ·

A dossier of twenty-two portfolios convened
to deliberate upon the Union Budget of India.

30 — 31 July 2026

QUEST 26’

HOW TO READ THIS MATRIX

Every entry in the dossier follows the same four-part structure. Delegates are expected to internalise these four headings as the spine of their preparation.

MANDATE & AUTHORITY	The constitutional, statutory or executive source of the portfolio's power; the jurisdiction it speaks for; and the chamber in which its voice carries weight.
KEY INSTRUMENTS	The concrete tools available to the office — tax and tariff, expenditure ceiling, monetary lever, supervisory writ, scheme outlay, diplomatic channel, market platform and the right of public address.
STRATEGIC POSTURE	The disposition the office is historically expected to bring to deliberation: orthodox or expansionary, sectoral or systemic, centralising or federal, technocratic or political.
ALIGNMENTS & TENSIONS	The natural allies of the portfolio across the chamber, and the structural counterparties with whom it will most readily collide.

A note on section affiliation

Each portfolio is annotated with a section — a shorthand for the wider current to which it belongs. Sections are convenient, not binding: a delegate's interest may, and often will, transcend its section when the moment demands.

INDEX OF SECTIONS

The twenty-two portfolios cluster into the following currents. Delegates should locate themselves on this map before stepping into chamber.

SECTION	PORTFOLIOS
LEADERSHIP	**01.** Finance Minister of India
	02. Finance Secretary
COUNCIL MEMBERS	**03.** Governor, Reserve Bank of India
	04. Chairperson, Securities and Exchange Board of India
	05. Chairperson, State Bank of India
	06. Chairperson, HDFC Bank
	07. Chairperson, NITI Aayog
	08. Chief Economic Advisor
KEY ECONOMIC MINISTRIES	**09.** Minister of Commerce & Industry
	10. Minister of Agriculture
	11. Minister of Road Transport & Highways
	12. Minister of Railways
	13. Minister of Energy & Renewable Energy
	14. Minister of Micro, Small & Medium Enterprises
	15. Minister of Skill Development & Employment
	16. Minister of Housing & Urban Affairs
	17. Minister of Information Technology & Electronics
POLITICAL & STRATEGIC OVERSIGHT	**18.** Leader of Opposition
	19. Minister of External Affairs
INDUSTRY REPRESENTATION	**20.** Representative, Confederation of Indian Industry
	21. Minister of Defence
	22. Minister of Health & Family Welfare

THE COUNCIL MATRIX

Twenty-two portfolios, in the order of presentation observed by the Chair.

01 Finance Minister of India

LEADERSHIP — CHAIRPERSON

MANDATE & AUTHORITY	Chairperson of the Raisina Economic Council and the constitutional custodian of the Union Budget. Vested under the Government of India (Allocation of Business) Rules with primacy over fiscal policy; speaks for the Union in matters of taxation, expenditure and public borrowing; and presents the Annual Financial Statement before Parliament.
KEY INSTRUMENTS	The Annual Financial Statement and the Finance Bill; the architecture of direct and indirect taxation; capital and revenue expenditure allocations; the sovereign borrowing programme; the casting vote in chamber; convening authority over the Council and its committees.
STRATEGIC POSTURE	Politically appointed and politically exposed. Expected to balance the imperatives of growth, equity and fiscal prudence; to translate the manifesto of the executive into a credible fiscal arithmetic; to defend the budget against both populist erosion and technocratic dilution.
ALIGNMENTS & TENSIONS	Aligned with the Finance Secretary, the Chief Economic Advisor and the Reserve Bank Governor on questions of stability. In tension with the Leader of Opposition over priorities and with sectoral ministers over allocation; tested by the Council whenever the deficit and the demands of constituency-spending diverge.

02 Finance Secretary

LEADERSHIP — VICE-CHAIRPERSON

MANDATE & AUTHORITY	Vice-Chairperson of the Council and the senior-most civil servant in the Department of Economic Affairs. Steward of the public exchequer; coordinator of the Departments of Revenue, Expenditure, Investment & Public Asset Management, Financial Services and DIPAM; the bureaucratic spine of the budget process.
KEY INSTRUMENTS	The budget circular and pre-budget consultations; the Fiscal Responsibility and Budget Management framework; expenditure ceilings and supplementary demands; the disinvestment pipeline; coordination of borrowings with the Reserve Bank; convening authority over secretaries' committees.

STRATEGIC POSTURE	Technocratic, fiscally orthodox and institutionally cautious. Expected to defend the discipline of the deficit against the pressure of constituency demands; to translate political directives into workable numbers without compromising the credibility of the sovereign.
ALIGNMENTS & TENSIONS	Aligned with the Finance Minister, the Chief Economic Advisor and the Reserve Bank on macroeconomic stability; in tension with line ministries seeking enlarged outlays and with the political leadership when fiscal arithmetic collides with electoral arithmetic.

03 Governor, Reserve Bank of India

COUNCIL MEMBERS — MONETARY AUTHORITY

MANDATE & AUTHORITY	Statutory head of the Reserve Bank under the RBI Act 1934; principal monetary authority of the Union; chair of the Monetary Policy Committee; lender of last resort; sole authority over currency issuance; regulator of the banking system. Speaks for India at the Bank for International Settlements and the IMF.
KEY INSTRUMENTS	The policy repo rate and the Liquidity Adjustment Facility; the Cash Reserve and Statutory Liquidity Ratios; open-market operations and the standing deposit facility; foreign-exchange reserves and the managed float; macroprudential rule-making; the credibility of the rupee.
STRATEGIC POSTURE	Independent, technocratic and inflation-targeting under the flexible inflation-targeting framework. Expected to defend price stability and the integrity of the rupee; cautious of fiscal dominance; protective of the Reserve Bank's surplus-transfer formula.
ALIGNMENTS & TENSIONS	Coordinates closely with the Finance Ministry on debt management and with SEBI on financial-market stability; in tension with the Finance Minister when fiscal stance overheats demand, and with the banking chairs when prudential tightening compresses credit.

04 Chairperson, Securities and Exchange Board of India

COUNCIL MEMBERS — CAPITAL MARKETS REGULATOR

MANDATE & AUTHORITY	Statutory head of the Securities and Exchange Board of India under the SEBI Act 1992. Sole regulator of the primary and secondary capital markets, of mutual funds, of foreign portfolio investors and of market intermediaries; quasi-judicial authority over market abuse and disclosure failure.

KEY INSTRUMENTS	Listing Obligations and Disclosure Requirements; the takeover and insider-trading codes; the Foreign Portfolio Investor and Alternative Investment Fund frameworks; investigative and enforcement powers including disgorgement and debarment; coordination with stock exchanges and depositories.
STRATEGIC POSTURE	Rules-based, disclosure-oriented and investor-protective. Expected to deepen capital markets without diluting integrity; alert to the migration of risk into unregulated corners; politically exposed when the line between market-development and market-discipline is contested.
ALIGNMENTS & TENSIONS	Aligned with the Reserve Bank on systemic stability and with the Finance Ministry on capital-market deepening; in tension with promoter-controlled corporates over governance, with the public- and private-bank chairs over regulatory perimeter, and with industry over the cost of compliance.

05 Chairperson, State Bank of India

COUNCIL MEMBERS — PUBLIC-SECTOR BANKING

MANDATE & AUTHORITY	Chair of the country's largest public-sector lender, statutorily incorporated under the State Bank of India Act 1955 with the Government of India as the dominant shareholder. Custodian of a balance sheet that anchors the formal credit system and of a branch network that reaches the priority sectors of the Union.
KEY INSTRUMENTS	The marginal cost of funds-based lending rate; sectoral credit allocation including priority-sector lending; participation in the syndication of large project finance; conduit for government-sponsored credit schemes; the deposit franchise of the Union.
STRATEGIC POSTURE	Dual-mandated — commercially viable yet developmentally aligned. Expected to expand credit to underbanked sectors, to transmit monetary signals across the economy, and to absorb policy-directed lending without compromising asset quality.
ALIGNMENTS & TENSIONS	Aligned with the Finance Ministry on financial inclusion and with the Agriculture and MSME ministers on directed lending; in tension with the Reserve Bank on prudential strictures and with the private-bank chair on the competitive geometry of Indian banking.

06 Chairperson, HDFC Bank

COUNCIL MEMBERS — PRIVATE-SECTOR BANKING

MANDATE & AUTHORITY	Chair of the largest private-sector bank in the Union, governed under the Banking Regulation Act 1949 and the supervisory writ of the Reserve Bank. Voice of the privately-held, technology-led, urban-anchored segment of the formal credit system.
KEY INSTRUMENTS	Competitive deposit pricing and digital onboarding; corporate and retail lending books at scale; merchant acquiring and consumer credit; partnerships with the fintech ecosystem; the lobbying weight of the private-bank consortium.
STRATEGIC POSTURE	Market-oriented, efficiency-seeking and innovation-led. Expected to defend competitive neutrality between public and private banks, to resist directed-lending dilutions and to advance the case for a lighter, more risk-sensitive regulatory architecture.
ALIGNMENTS & TENSIONS	Aligned with the Confederation of Indian Industry and SEBI on market-deepening; in tension with the State Bank chair on competitive terrain, with the Reserve Bank on prudential burden, and with the MSME minister when private credit overlooks the smallest borrowers.

07 Chairperson, NITI Aayog

COUNCIL MEMBERS — STRATEGIC PLANNING

MANDATE & AUTHORITY	Chair of the apex public-policy think-tank of the Union and successor to the Planning Commission. Statutorily advisory rather than allocative, yet vested with the convening authority of the Prime Minister's Office on long-horizon economic strategy and centre-state cooperation.
KEY INSTRUMENTS	The Strategy for New India; sectoral vision documents and outcome budgets; the Aspirational Districts framework; coordination forums with state chief ministers; quantitative indices that shape narrative and competitive federalism.
STRATEGIC POSTURE	Long-horizon, structural and consensus-seeking. Expected to lift the budget out of the cyclical and into the developmental; to defend reform over redistribution where the two conflict; and to broker the centre-state bargain that underpins national arithmetic.
ALIGNMENTS & TENSIONS	Aligned with the Chief Economic Advisor on data-driven design and with the Finance Minister on structural reform; in tension with line ministries protective of their schemes and with the Leader of Opposition over the centralising tendencies of plan-driven federalism.

08 Chief Economic Advisor

COUNCIL MEMBERS — ECONOMIC FORECASTING

MANDATE & AUTHORITY	Principal economic adviser to the Government of India and the author of the Economic Survey. Speaks with the authority of the discipline rather than the office; convenes the economists of the Department of Economic Affairs; voice of forecast, framework and counter-factual within the budget process.
KEY INSTRUMENTS	The Economic Survey and its analytical chapters; growth, inflation and revenue projections that underwrite the budget; sectoral diagnostics; the right to dissent through the printed footnote; the ear of the Finance Minister.
STRATEGIC POSTURE	Academic, data-driven and reform-leaning. Expected to test assumptions, name trade-offs and stretch the time-horizon of debate; politically protected by the rigour of method rather than the patronage of office.
ALIGNMENTS & TENSIONS	Aligned with NITI Aayog on structural reform and with the Reserve Bank on inflation discipline; in tension with sectoral ministers whose projections are tested in the Survey and with the political leadership when the data refuses the desired narrative.

09 Minister of Commerce & Industry

KEY ECONOMIC MINISTRIES — TRADE & INDUSTRY

MANDATE & AUTHORITY	Cabinet Minister with charge of trade policy, industrial policy and foreign direct investment under the Allocation of Business Rules. Custodian of the Foreign Trade Policy, of the Production-Linked Incentive architecture and of India's posture at the World Trade Organisation.
KEY INSTRUMENTS	Tariff schedules and customs duties; export incentives and the RoDTEP framework; Production-Linked Incentive outlays; Special Economic Zone and industrial-corridor approvals; bilateral and plurilateral trade negotiations; the Invest India promotion platform.
STRATEGIC POSTURE	Outward-looking and growth-seeking. Expected to defend the manufacturing share of GDP, to advance the Make in India agenda, and to manage the tension between protective tariffs and competitive exports.
ALIGNMENTS & TENSIONS	Aligned with the External Affairs Minister on geo-economic positioning and with the Confederation of Indian Industry on competitiveness; in tension with the Finance Minister over revenue forgone in incentives, and with the Agriculture Minister when trade deals touch sensitive crops.

10 Minister of Agriculture

KEY ECONOMIC MINISTRIES — RURAL ECONOMY

MANDATE & AUTHORITY	Cabinet Minister with charge of the rural and agrarian economy. Custodian of minimum support prices, of farm-input subsidies and of the institutional framework for procurement, storage and rural credit; speaks for the largest occupational constituency of the Union.
KEY INSTRUMENTS	Minimum Support Prices and the procurement window; fertiliser and electricity subsidies; PM-KISAN income transfers; crop-insurance and irrigation outlays; agri-infrastructure funds; the market-yard and Farmer Producer Organisation architecture.
STRATEGIC POSTURE	Constituency-defensive and politically weighted. Expected to insulate the cultivator from market and climatic shock, to enlarge the rural transfer envelope, and to resist any reform that contracts the procurement mandate without a credible substitute.
ALIGNMENTS & TENSIONS	Aligned with the Health and Skill Development ministers on rural welfare and with the State Bank chair on priority-sector lending; in tension with the Finance Minister over subsidy outlays and with the Commerce Minister over trade-induced price volatility.

11 Minister of Road Transport & Highways

KEY ECONOMIC MINISTRIES — PHYSICAL INFRASTRUCTURE

MANDATE & AUTHORITY	Cabinet Minister responsible for the national highway network and the regulatory regime for road transport. Custodian of the Bharatmala programme and of the asset-recycling pipeline that finances the next phase of road capital expenditure.
KEY INSTRUMENTS	National Highway capital outlays; the National Highways Authority of India and its build-operate-transfer toolkit; toll concessions and Infrastructure Investment Trusts; vehicle scrappage and electric-mobility policy; coordination with state public-works departments.
STRATEGIC POSTURE	Expansionary on capital expenditure, asset-monetisation oriented and connectivity-driven. Expected to defend the share of the budget devoted to physical infrastructure and to maintain the multiplier-effect narrative on growth.
ALIGNMENTS & TENSIONS	Aligned with the Railways and Housing ministers on the infrastructure agenda and with the Finance Minister on capex-led growth; in tension with the welfare ministries over claim on the deficit and with the Energy Minister over the modal balance of transport.

12 Minister of Railways

KEY ECONOMIC MINISTRIES — NATIONAL CARRIER

MANDATE & AUTHORITY	Cabinet Minister with charge of one of the largest civilian transport networks in the world. Custodian of the railway capital outlay since the merger of the rail budget with the Union Budget, and of the modernisation, electrification and freight-corridor agenda.
KEY INSTRUMENTS	Capital outlay for Vande Bharat, the Dedicated Freight Corridors and station redevelopment; freight tariffs and passenger-fare cross-subsidy; public-private partnerships in rolling-stock manufacturing; the safety fund and the modernisation programme.
STRATEGIC POSTURE	Capital-intensive, network-expanding and modernisation-led. Expected to defend the case for sustained sovereign investment in a national-monopoly carrier and to manage the political sensitivity of passenger-fare reform.
ALIGNMENTS & TENSIONS	Aligned with the Road Transport and Commerce ministers on logistics competitiveness; in tension with the Finance Minister over operating losses and with the Energy Minister over the trajectory of railway electrification and traction fuels.

13 Minister of Energy & Renewable Energy

KEY ECONOMIC MINISTRIES — ENERGY & TRANSITION

MANDATE & AUTHORITY	Cabinet Minister with combined charge of conventional power, renewable energy and the energy-transition agenda. Custodian of generation, transmission and distribution policy, and of India's Nationally Determined Contributions under the Paris Agreement.
KEY INSTRUMENTS	Renewable purchase obligations and competitive tariff bidding; the Production-Linked Incentive for solar manufacturing and the green-hydrogen incentive; viability-gap funding for storage and grid; coordination with state distribution companies; carbon-market architecture.
STRATEGIC POSTURE	Transition-oriented yet security-conscious. Expected to balance the imperatives of energy access, energy security and climate commitments; to defend the fiscal envelope for green transition while protecting consumers from tariff shock.
ALIGNMENTS & TENSIONS	Aligned with the Information Technology and Housing ministers on smart grids and green buildings, and with External Affairs on climate diplomacy; in tension with the Finance Minister over subsidy claims and with the Railways and Road Transport ministers over the carbon trajectory.

14 Minister of Micro, Small & Medium Enterprises

KEY ECONOMIC MINISTRIES — ENTERPRISE & EMPLOYMENT

MANDATE & AUTHORITY	Cabinet Minister with charge of the micro, small and medium enterprise sector — the largest non-agricultural employer of the Union. Custodian of the Udyam classification, of the MSME credit-guarantee framework and of the formalisation agenda.
KEY INSTRUMENTS	The Credit Guarantee Trust Fund for Micro and Small Enterprises; interest-subvention schemes; the TReDS platform; cluster-development funds; procurement preference on the GeM portal; technology and skill-upgradation outlays.
STRATEGIC POSTURE	Inclusion-oriented and credit-anxious. Expected to advance formalisation without strangling informality, to widen the credit funnel for the smallest borrowers, and to defend the procurement set-aside regime against efficiency-driven dilution.
ALIGNMENTS & TENSIONS	Aligned with the Skill Development minister on enterprise capability and with the State Bank chair on directed lending; in tension with the private-bank chair over reluctance to lend at the bottom of the pyramid and with the Commerce Minister when trade liberalisation exposes small producers.

15 Minister of Skill Development & Employment

KEY ECONOMIC MINISTRIES — HUMAN CAPITAL

MANDATE & AUTHORITY	Cabinet Minister with charge of the national skilling architecture and the employment statistical framework. Custodian of the Pradhan Mantri Kaushal Vikas Yojana, of the National Skill Development Corporation and of the apprenticeship regime.
KEY INSTRUMENTS	Skilling outlays and sector-skill councils; the National Apprenticeship Promotion Scheme; partnerships with industry on placement-linked training; the Periodic Labour Force Survey as evidentiary frame; employment-linked incentives.
STRATEGIC POSTURE	Demographic-dividend oriented and outcomes-focused. Expected to link fiscal allocation to placement and earnings outcomes, to defend the case for human-capital expenditure as productive investment, and to widen the apprenticeship perimeter.
ALIGNMENTS & TENSIONS	Aligned with the MSME, Information Technology and Housing ministers on the employment surface and with the Confederation of Indian Industry on industry-aligned curricula; in tension with the Finance Minister when training outlays compete with infrastructure and with the Education ministry over the schooling-skilling boundary.

16 Minister of Housing & Urban Affairs

KEY ECONOMIC MINISTRIES — URBAN POLICY

MANDATE & AUTHORITY	Cabinet Minister with charge of urban policy, municipal finance and the affordable-housing agenda. Custodian of the Smart Cities Mission, of the AMRUT framework, of the PMAY-Urban programme and of the urban-transport policy of the Union.
KEY INSTRUMENTS	PMAY-Urban capital subsidies and credit-linked subvention; Smart Cities and AMRUT outlays; metro-rail project funding; municipal-bond and revenue-reform support; transit-oriented and master-planning frameworks.
STRATEGIC POSTURE	Urbanisation-acknowledging and infrastructure-claiming. Expected to defend the share of urban capex against the rural-bias of constituency politics and to advance the case for empowered, fiscally credible local governments.
ALIGNMENTS & TENSIONS	Aligned with the Road Transport, Energy and Information Technology ministers on the city stack; in tension with the Finance Minister over the urban claim on the deficit, with the Agriculture Minister over the rural-urban transfer balance, and with state governments over the autonomy of municipal bodies.

17 Minister of Information Technology & Electronics

KEY ECONOMIC MINISTRIES — DIGITAL ECONOMY

MANDATE & AUTHORITY	Cabinet Minister with charge of the digital economy, electronics manufacturing and the regulatory architecture of cyberspace. Custodian of India's Digital Public Infrastructure stack — Aadhaar, the Unified Payments Interface, DigiLocker and the emerging Account Aggregator framework.
KEY INSTRUMENTS	Production-Linked Incentive for semiconductors, electronics and information-technology hardware; the India Semiconductor Mission outlays; data-protection rule-making under the Digital Personal Data Protection Act; spectrum allocation through Department of Telecommunications coordination; Digital India funding.
STRATEGIC POSTURE	Stack-oriented, sovereignty-conscious and manufacturing-ambitious. Expected to defend India's claim to a sovereign digital infrastructure, to underwrite the semiconductor and electronics push, and to negotiate the regulation of platforms without throttling them.
ALIGNMENTS & TENSIONS	Aligned with the Commerce, MSME and Skill ministers on the digital economy and with SEBI on financial technology; in tension with the Finance Minister over the scale of semiconductor incentives and with the Reserve Bank on the perimeter of digital finance.

18 Leader of Opposition

POLITICAL & STRATEGIC OVERSIGHT — PARLIAMENTARY SCRUTINY

MANDATE & AUTHORITY	Constitutional office under the Salary and Allowances of Leaders of Opposition in Parliament Act 1977, vested with the status of a cabinet minister. The principal voice of parliamentary scrutiny, of the alternative arithmetic and of the loyal critique within the Council.
KEY INSTRUMENTS	The right of reply and the dissenting note; the alternative budget speech; coalition with discontented sectoral and constituency interests; access to the Public Accounts Committee record; the megaphone of parliamentary debate.
STRATEGIC POSTURE	Adversarial yet constitutional. Expected to test every assumption of the budget, to surface the distributional incidence the government would prefer to obscure, and to articulate a programmatic alternative that is more than rhetoric.
ALIGNMENTS & TENSIONS	Aligned with welfare and constituency ministers on under-funded programmes and with the Chief Economic Advisor when the data unsettles the executive narrative; in structural tension with the Finance Minister, the Finance Secretary and the leadership of the Council on every contested allocation.

19 Minister of External Affairs

POLITICAL & STRATEGIC OVERSIGHT — ECONOMIC DIPLOMACY

MANDATE & AUTHORITY	Cabinet Minister responsible for the conduct of foreign relations and economic diplomacy. Custodian of bilateral and multilateral treaty negotiation, of India's posture at the G20 and BRICS, and of the diplomatic protection of Indian commercial interests abroad.
KEY INSTRUMENTS	Bilateral and plurilateral negotiation; lines of credit through the Exim Bank and the Indian Development and Economic Assistance Scheme; diplomatic representation on foreign direct investment promotion; coordination with the Commerce Ministry on trade pacts.
STRATEGIC POSTURE	Strategically autonomous, multi-aligned and outcome-seeking. Expected to translate India's economic weight into geopolitical voice, to defend the rupee-trade and de-dollarisation experiments, and to manage the West–Russia–China triangle without surrendering optionality.
ALIGNMENTS & TENSIONS	Aligned with the Commerce and Defence ministers on geo-economic statecraft and with the Finance Minister on multilateral architecture; in tension with the Finance Ministry over the cost of development assistance and with the Information Technology minister when data and technology become diplomatic chips.

20 Representative, Confederation of Indian Industry

INDUSTRY REPRESENTATION — ORGANISED INDUSTRY

MANDATE & AUTHORITY	Industry Voice within the Council and authorised representative of the Confederation of Indian Industry — the apex chamber of organised industry. Carries the institutional pre-budget memorandum of the industrial constituency to the Council floor.
KEY INSTRUMENTS	The CII Pre-Budget Memorandum; sectoral white papers; the Ease of Doing Business and competitiveness indices; standing invitations to the consultative forums of the Finance Ministry; access to international industry counterparts.
STRATEGIC POSTURE	Capital-formation oriented, predictability-seeking and reform-supportive. Expected to advocate for tax certainty, for a stable regulatory regime and for the reduction of compliance friction, while resisting any redistribution that erodes the cost of investment.
ALIGNMENTS & TENSIONS	Aligned with the Commerce and Information Technology ministers and with the private-bank chair on competitiveness, and with NITI Aayog on structural reform; in tension with the MSME minister when the chamber's voice is read as that of the large house alone, and with the Finance Minister over tax-rate reform.

21 Minister of Defence

INDUSTRY REPRESENTATION — STRATEGIC SPENDER

MANDATE & AUTHORITY	Cabinet Minister responsible for the armed forces and the defence industrial base of the Union. Custodian of the largest single non-salary allocation in the budget and of the strategic-capability acquisition pipeline under the Defence Acquisition Council.
KEY INSTRUMENTS	The Capital and Revenue heads of the defence budget; the Positive Indigenisation Lists; the DRDO and Defence Public Sector Undertaking complex; offsets and Strategic Partnership procurement; the iDEX innovation pipeline; sovereign guarantee for defence exports.
STRATEGIC POSTURE	Threat-driven, indigenisation-leaning and capability-protective. Expected to defend the floor of the defence outlay against fiscal compression and to advance the case for Atmanirbhar Bharat in defence manufacturing.
ALIGNMENTS & TENSIONS	Aligned with the External Affairs and Information Technology ministers on strategic technology and with the Commerce Minister on defence exports; in structural tension with the Finance Minister over the absolute scale of the defence claim and with welfare ministers on the opportunity cost of the rifle versus the ration.

22 Minister of Health & Family Welfare

INDUSTRY REPRESENTATION — WELFARE SPENDER

MANDATE & AUTHORITY	Cabinet Minister with charge of public health, hospital infrastructure and the health-insurance architecture. Custodian of the Ayushman Bharat programme, of the National Health Mission and of the country's pandemic-preparedness posture.
KEY INSTRUMENTS	Ayushman Bharat — PM-JAY insurance outlays and the Health and Wellness Centres; the National Health Mission allocation; the PM-ABHIM infrastructure window; price-control instruments through the National Pharmaceutical Pricing Authority; vaccine and biopharma incentives.
STRATEGIC POSTURE	Welfare-prioritising and capacity-rebuilding. Expected to argue the case for raising public-health expenditure towards the long-promised three per cent of GDP, to defend the insurance architecture from underwriting strain, and to keep pandemic preparedness on the agenda even between shocks.
ALIGNMENTS & TENSIONS	Aligned with the Agriculture, Skill and Housing ministers on the welfare envelope and with the External Affairs minister on health diplomacy; in tension with the Finance Minister over the share of GDP devoted to health and with the Defence Minister when the budget forces a choice between security and welfare.

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