# CMGGA
## Chief Minister's
## Good Governance Associates
*for a progressive Haryana*

# durbeen

## A Young Perspective of Working with the Government

CMGGA: A Year in Review 2017-18

aSHOKa
UNIVERSITY

The Chief Minister's Good Governance Associates program is a collaboration between the Government of Haryana and Ashoka University, with support from Samagra Development Associates.

# List of Abbreviations

| | | | | |
|---|---|---|---|---|
| ADC | Additional Deputy Commissioner | | MGNREGA | Mahatma Gandhi National Rural Employment Guarantee Act |
| ASHA | Accredited Social Health Activist | | MoU | Memorandum of Understanding |
| AWW | Anganwadi Worker | | NCR | National Capital Region |
| B3P | Beti Bachao Beti Padhao | | NCRB | National Crime Records Bureau |
| BaLA | Building as Learning Aid | | NGO | Non-Government Organisation |
| BPL | Below Poverty Line | | NHM | National Health Mission |
| CMGGA | Chief Minister's Good Governance Associates | | NRHM | National Rural Health Mission |
| CMO | Chief Minister's Office | | NSDC | National Skill Development Corporation |
| DBT | Direct Benefit Transfers | | ODF | Open Defecation Free |
| DC | Deputy Commissioner | | OPD | Outpatient Department |
| DCPO | District Child Protection Officer | | PCPNDT ACT | Pre-Conception and Pre-Natal Diagnostic Techniques Act |
| DILRMP | Digital India Land Records Modernization Program | | PDS | Public Distribution System |
| DPO | District Project Officer | | PES | Panchayat Enterprise Suite |
| DRDA | District Rural Development Agencies | | PHC | Primary Health Centre |
| EAP | Entrepreneurship Awareness Program | | PMGDISHA | Pradhan Mantri Gramin Digital Saksharta Abhiyan |
| ECE | Early Childhood Education | | PMU | Project Management Unit |
| FEC | Faridabad Education Council | | POCSO | Prevention of Children from Sexual Offences Act |
| FGD | Focused Group Discussion | | PRI | Panchayati Raj Institutions |
| FICCI | Federation of Indian Chambers of Commerce and Industry | | RBSK | National Child Health Program |
| FIR | First Information Report | | RSETI | Rural Self-Employment Training Institute |
| FPS | Fair Price Shops | | RTA | Road Transport Authority |
| GM | General Manager | | RTO | Road Transport Officer |
| GP | Gram Panchayat | | RUTF | Ready to Use Therapeutic Food |
| HARTRO | Haryana State Electronics Development Corporation | | SAM | Severe Acute Malnutrition |
| HKC | Haryana Knowledge Corporation | | SDM | Sub-Divisional Magistrate |
| HKVIB | Haryana Khadi and Village Industries Board | | SHG | Self-Help Group |
| HSAU | Haryana Social Audit Unit | | SLWM | Solid and Liquid Waste Management |
| HUDA | Haryana Urban Development Authority, | | SRB | Sex Ratio at Birth |
| ICDS | Integrated Child Development Services | | SBM | Swacch Bharat Mission |
| IEC | Information, Education, and Communication | | TISS | Tata Institute of Social Sciences |
| IMA | Indian Medical Association | | ULB | Urban Local Bodies |
| IPD | In Patient Department | | VIMS | Village Integrated Monitoring System |
| ISB | Indian School of Business | | WCD | Women and Child Development Department |
| ISRO | Indian Space Research Organisation | | YIF | Young India Fellow |
| JNV | Jawahar Navodaya Vidyalaya | | | |
| MAM | Moderate Acute Malnutrition | | | |

# Contents

# *Message* from the Chief Minister, Haryana
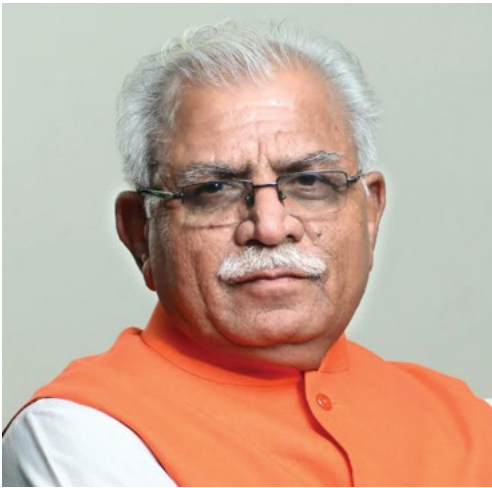


*Shri Manohar Lal*

As I complete three and a half years serving as the Chief Minister of Haryana, I only have pride for all the work we have accomplished. We've been declared Open Defecation Free, are steadily winning the battle towards gender equality, have one of the most responsive citizen grievance redressal mechanisms in the country, and are forging ahead to establish state-of-the-art service delivery centres, whether for the marginalized, the remotest of villages, or the densest of urban settlements.

Ours is a government with a difference continuously innovating towards progress. Our partnership with Ashoka University to initiate the Chief Minister's Good Governance Associates Programme is one of the many unique ways in which we are bringing efficiency and transparency in service delivery to the citizens of Haryana. These young Associates have supported some of the brightest and most talented officers in Haryana's administration, right from Deputy Commissioners to Administrative Secretaries in diverse departments. I am eager to see the Programme grow.

When I look back at two years of the CMGGA Programme, I believe the results of my original vision have been surpassed. I hear that the CMGGA Alumni have gone on to do some wonderful work, many continuing to contribute to the state of Haryana itself. I wish the second cohort all the best in their endeavours and I welcome the third cohort with delight and high expectations that they too will continue the good work of their predecessors and take it to new heights. This book is a marker of the potential that the youth of this country has to contribute to its future in truly meaningful ways.

As for Haryana, I am assured that we will continue to strive towards advancements in social, structural and economic reform, keeping an eye on the future, and taking along all the expertise, knowledge and wisdom of the people of this beautiful state. Together, we can and we will..

Jai Hind!

# Message

from the
Additional Principal
Secretary to the
Chief Minister

*Dr. Rakesh Gupta*

The Chief Minister's Good Governance Associates Programme is an ambitious initiative to leverage the energy, creativity, and skills of the youth towards good governance. Good governance needs public participation, technological transformation and partnerships with private and social sector organisations. Since its inception in 2016, the Programme has demonstrated that good governance is possible by having a structured approach and a goal for creating an impact.

In the last two years, the Associates have worked on numerous problem areas. They've contributed to developing a roadmap for a centralized police helpline making lakhs of citizens' lives better. They've worked on the Saksham Haryana initiative to increase learning level outcomes of government school children. They've re-engineered service delivery in Tehsil offices, making the process hassle free for over one lakh applicants per day. They've monitored citizen grievances for the Chief Minister's Office, specifically in public roads and sanitation. What is even more remarkable is that these initiatives have sustained over the two years of the CMGGA Programme, and will continue to be supported by the Programme in the coming year as well.

The impact of the CMGGA Programme is palpable. The Associates create on-ground momentum for new ideas, and serve as a channel for genuine feedback between the district administration and the Chief Minister's Office. They've identified best practices in their districts and tracked the progress of various schemes on the ground. The Associates have received tremendous support from Deputy Commissioners and heads of Departments.  The impact of the Programme has also been felt by the Associates themselves. Many CMGGA Alumni, continue to be engaged with the Programme through various ways, and a majority continue to work in the development sector or with governments.

We don't typically think of the government as a learning organisation, but through the CMGGA Programme we have changed this perception. We've adapted and responded to the needs on the ground. I look forward to learning more from how the Programme grows and evolves into its third year.

# *Message*
## from the Founder & Trustee, Ashoka University



*Shri Vineet Gupta*

It has been more than two years now since Ashoka University took a bold step towards a unique experiment: a collaboration with the Government of Haryana to put in place a programme called the Chief Ministers Good Governance Associates programme. We designed the Programme to position young Associates in each of the districts of Haryana, to work with every level of governance, from the Chief Minister's Office to the Deputy Commissioner to Panchayati Raj Institutions. Over the course of the two years they've monitored the state's flagship programmes, implemented innovation ideas, learnt new skills, overcome obstacles in new environments, and delved deep into areas of their interest to contribute to development sector research.

In these two years we have supported 47 young professionals from every corner of the country, through their CMGGA journey. Together, they've contributed to re-engineering the process by which many of us in Haryana get our Driver's License, or register our properties; they've improved grievance redressal mechanisms; they've implemented digital monitoring services in village finances and in sanitation. In a state perceived to have poor gender equality, our Programme, where 56% of the both cohorts are women, have initiated projects to end female foeticide, instill gender sensitivity, and generate livelihoods for women.

We've watched these young women and men become more confident in their abilities to solve problems, supporting the structure of the district administration and the state departments.

I'm proud to say that all the Associates from the first cohort of the CMGGA Programme have continued to work for social impact, whether through opportunities with consulting or private sector companies, the government, politics, or higher education. As the second cohort of the Programme moves out into the world beyond Haryana, I wish them all the best. I have no doubt that the incoming cohort of Associates will be as passionate and hardworking and would drive forward the impact that their predecessors have put into motion.

At Ashoka University, we are committed to the growth of the CMGGA Programme, and through this, we aim at developing Haryana by bringing in transformation of young leadership, and the collaboration between the public sector and academia.

# Introduction

# The Context

## HARYANA

Haryana is a small, yet prominent, state in the north of India. Born on the 1st of November 1966, Haryana tore away from the state of Punjab on the grounds of linguistic differences, but continues to share its capital city, Chandigarh, with its northern neighbour. Haryana today is separated into six divisions - Ambala, Karnal, Gurugram, Hisar, Faridabad and Rohtak - for administrative purposes. Within these established divisions, there are 22 districts. The districts are further divided into 73 sub-divisions.

Geographically, Haryana covers a small portion of the Indian subcontinent. Its area is approximately 44,212 km. sq., making it the 8th smallest state in the country. It is estimated that approximately 2.54 crore people call this beautiful state as their home. Hinduism is the majority religion in the state of Haryana with 87.5% of the population being Hindu. Islam is the second most popular religion in the state of Haryana with approximately 7% followers. Furthermore, Buddhism is practice by 4.91 %, Jainism by 0.21 %, Christianity by 0.20 %, and Sikhism by 0.03 % (Census of India, 2011). The two major languages spoken are Hindi and Haryanavi.

In its infancy Haryana played a pivotal role in the success of the Green Revolution by helping India build a sustainable agricultural economy. The state continues to be one of the largest contributors to India's production of food grain and milk. A popular quip one might hear about Haryana is *"देसा मे देश हरियाणा, जहाँ दूध, दही का खाना"* / Haryana, the state of milk and curd, is the best among states. The development of the National Capital Region (NCR), including parts of Haryana, has brought unforeseen economic activity to the state. Many major offices of the Fortune 500 companies are housed in city of Gurugram. In 2016–2017, Haryana had the third highest per capita income in India of Rs.214,509, almost twice the national average of Rs.112,432. The state's GDP is growing approximately at a whopping 13%.

The state of Haryana has a distinct rural and urban divide. Up until the early years of the millennium, 75% of the population remained rural. The fast-paced growth of

the various cities in Haryana as centres of commercial, industrial, and agricultural importance has shrunk the divide between the rural and urban. The state still remains predominantly rural, but has 10 municipal corporations—Gurugram, Sonipat, Panchkula, Faridabad, Hisar, Rohtak, Karnal, Ambala, Yamunanagar and Panipat.

Apart from economic endowments, Haryana is also a leader in producing world-class sportsmen, who have made the state extremely proud with their phenomenal achievements across various sports. In the 2018 Commonwealth Games, Haryana earned one third of every medal won by India, including nine of the 26 gold. Sakshi Malik, a resident of Rohtak, was one of the only two Indians to win a medal at the Rio Olympics, 2016.

While Haryana has grown to be an economically prosperous state, there are many development indicators that need improvement. According to the 2011 census, Haryana's literacy rate stands just over 75%. Haryana's sex ratio at birth remains low with around 914 girls to every 1000 boys in year 2017. The crime rates are also extremely high and Haryana ranks fourth in India on the list of the most unsafe states of India (National Crime Record Bureau, 2017). The CMGGA Programme was born amidst this environment.

HIMANCHAL PRADESH

PUNJAB

PANCHKULA

AMBALA

YAMUNANAGAR

KURUKSHETRA

KAITHAL

KARNAL

SIRSA

FATEHABAD

JIND

PANIPAT

HISAR

SONIPAT

ROHTAK

BHIWANI

DELHI

JHAJJAR

CHARKI DADRI

GURUGRAM

FARIDABAD

RAJASTHAN

MAHENDARGARH

REWARI

NUH

PALWAL

# The Chief Minister's Good Governance Associates Programme

Launched in January 2016, the Chief Minister's Good Governance Associates (CMGGA) is a collaboration between Ashoka University (Sonepat) and the Government of Haryana. The Programme engages young professionals to work towards promoting transparency, efficiency and citizen-centric service delivery across different schemes and government departments in the state. Entering its second year from July 2017, the Programme spanned over a year with 21–23 Associates being posted across 22 districts of Haryana where each one worked closely with the Chief Minister's Office and District Administrations[1].

The work of the CMGGA is vast and varied. On any given day they might be facilitating a meeting between a Deputy Commissioner—the administrative head of a district—and school principals, reviewing cases of child sexual abuse in their district, speaking to citizens about their experience in obtaining a driving license, participating in Independence Day festivities, or working with Sarpanches to develop a model village. Once in every six–eight weeks, the Associates share a conference room table with members of the Chief Minister's Office (CMO) and the Hon'ble Chief Minister, Shri Manohar Lal himself, where they discuss the learnings and outcomes of their work.

The strength of the CMGGA Programme is in its structure. This one year Programme follows a *field and forum* approach. Associates spend six to eight weeks in the *field* in their respective districts, following which they gather together at a *forum* at the Ashoka University campus in Sonepat to collate their findings, brainstorm solutions and

prepare their presentations to the Chief Minister. In addition to supporting the Deputy Commissioners and district administrations in their districts, the work of the second cohort of the Programme was further structured into three essential work streams—'Modules', 'Capsules' and 'Pilots' each designed and facilitated by the CMGGA Programme Team. In addition to the three work streams, the CMGGA Programme team supported each Associates to work on a Research Dissertation of their choice.

In the Programme parlance, *Modules* are assignments focused on the flagship programmes of the Haryana, and are conducted uniformly and simultaneously by Associates in each of their districts. Examples of Modules include Standard Operating Procedures (SOPS) for Driver Licences & Registration Certificates, Public Grievances, Beti Bachao-Beti Padhao and Swachh Bharat Mission. Modules typically run the course of an impact cycle, from initial research to ideation and implementation.

*Capsules* are short workpieces and vary depending on the needs articulated by the CM's office. Associates work in pairs on a range of problem statements such as social audits in Panchayati Raj Institutions (PRIs), monitoring public works by Urban Local Bodies (ULBs), skilling for scheduled and backward caste women, digitization of milk dairies and setting up e-panchayats. Depending on the needs identified through the capsules, they can be taken up as future work modules, as many of them have been.

*Pilots* are new products, projects or programmes initiated by Associates in collaboration with their District Administration. Each Associate is encouraged to initiate two pilot projects in their districts. Following the successful implementation of a pilot at the district level it can be scaled across the entire state. Examples of pilots initiated in the year 2017-18 include the Super Village Challenge (Palwal), Anemia-Free Villages (Panipat) and Faridabad Education Council (Faridabad).

In addition to the three work streams, the Associates are also supported by members of the CMGGA research team on a research *dissertation*. The dissertation work allows Associates to conduct in-depth research on problem areas they are working on and generate evidence based recommendations. The dissertation topics cover problems such as the waste segregation initiative in Ambala, the segregation of job roles between women Sarpanches and Sarpanch Patis in Karnal, and the rationalisation of prices and items list in Fair Price Shop in Rohtak.

The CMGGA Programme completed its second year at the end of June 2018. Each year, the interest in the Programme grows exponentially, with the number of applications received growing from over 1400 applications in the first year of the Programme, to over 2000 in the second year and over 2600 in the third year of the Programme. The CMGGA Alumni have gone on to work with the media cell of the CM's Office, returned to their work at UN organisations, continued to work in various ways with the CMGGA Programme or embarked on the challenging path to become an officer in the Indian Administrative Services.
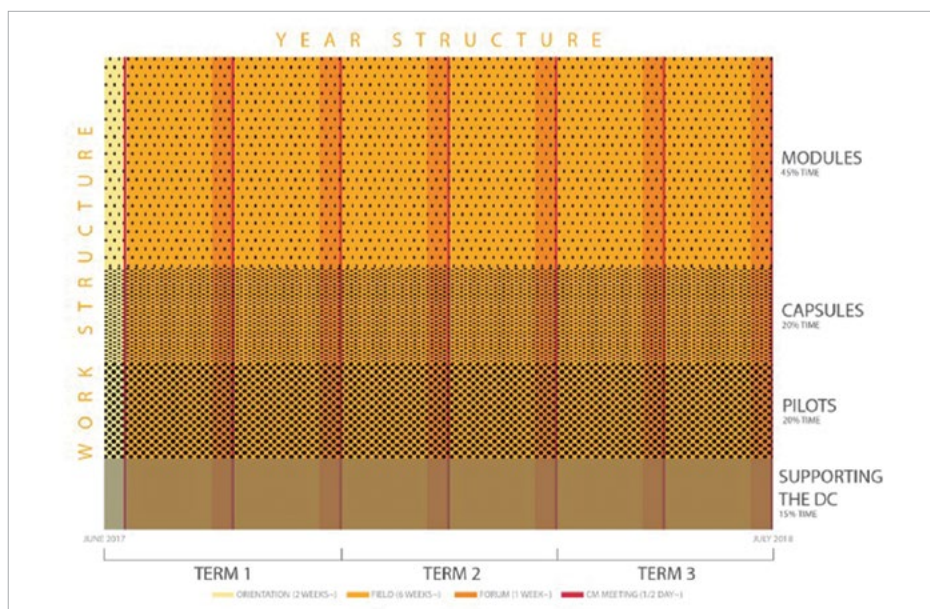


[1]In the second cohort of the CMGGA Programme, apart from the Associates being posted in the district, an additional two-four Associates are paired with various state departments to lead specific projects.

# Modules

Modules are assignments focused on the flagship programmes of Haryana and are conducted uniformly and simultaneously by Associates in each of their districts. Examples of Modules include Land Revenue Reformations and Police Service Delivery Reform, Public Grievances, *Beti Bachao-Beti Padhao* and *Swachh Bharat Mission*. Modules typically run the course of an impact cycle, from initial research to ideation and implementation. This chapter documents three work modules that Associates worked very closely throughout the year.

# Saksham Haryana

## The Systematic Transformation of Education

On the 18th of July 2017, just as the second cohort of the CMGGA were settling into their new homes and offices in districts across Haryana, the Chief Minister, Shri Manohar Lal launched the Saksham Haryana programme. Saksham Haryana, meaning 'empowered Haryana', is a programme with a bold mission. Four departments, namely School Education, Higher Education, Skill Development & Industrial Training, and Employment, have taken it upon themselves to achieve grade level competency of 80% children enrolled in government schools in the state, and guarantee employment to two lakh youth in a matter of two years.

According to the Annual Status of Education Report (ASER), only 42% of class 3 students can read class 1 level text in India. Only 25% of Class 3 students can solve a two-digit subtraction problem. Poor reading and arithmetic levels highlight the immediate need for a systemic change in education.

The CMGGA Programme focused on the educational aspect of the campaign, working on improving learning level outcomes.

### Charting a Path for Success

The Government of Haryana constituted the Saksham Haryana Cell to conduct a diagnostic on the state of education in Haryana. Through the months of July and August 2017, the Saksham Haryana team visited schools, interacted with stakeholders, identified best practices, interacted with external experts and analyzed existing data to develop a 360 degree view of school education in the state of Haryana. The CMGGAs participated in the diagnostic by supporting the research, gathering insights and facilitating conversations between consultants and the district administration and education departments.

Following the diagnostic, the Saksham Haryana team identified four key areas of activity that the campaign would have to focus on.

1. Strengthening the core
2. Replicating best practices
3. Bold new initiatives
4. Cross cutting aspects

Each of these four activities were further detailed out into their respective component elements, resulting

in 12 initiatives that the campaign would encompass. Together these 12 initiatives were identified as the levers that would bring about a systematic transformation to the quality of education provided by the government resulting in improved learning level outcomes. An integral part of the Saksham Haryana is the generation and use of data. The campaign focuses on how data is entered, interpreted, visualised and distributed to relevant stakeholders, as a means of monitoring progress towards learning level outcomes.

The Saksham Haryana team identified 12 initiatives to strengthen learning level outcomes in government schools in Haryana.

1. Strengthening the core
   - Technology Systems
   - Assessment Frameworks
   - Remedial Program

2. Replicating best practices
   - Involvement of Private Schools
   - Communication Channels
   - Textbook Delivery

3. Bold new initiatives
   - Technology Pilots
   - Digital learning, Communications, Test Preparation,
     Career Counselling
   - Merger and Consolidation of Schools

4. Cross cutting aspects
   - Battlefield Analysis
   - Review and Monitoring
   - Organisation Enablers

## Catalysing Change in the Districts

By September 2017, as Saksham Haryana started rolling out in all districts, the Associates under the guidance of DEOs were tasked with facilitating a review of the campaign by the Deputy Commissioner (DC). The review is scheduled in the last week of every month and covers three core initiatives of the Saksham Haryana campaign.

**1. Technology Systems**
There are three technology systems in the education department, called Academic Monitoring System (AMS), Management Information System (MIS) and Monthly
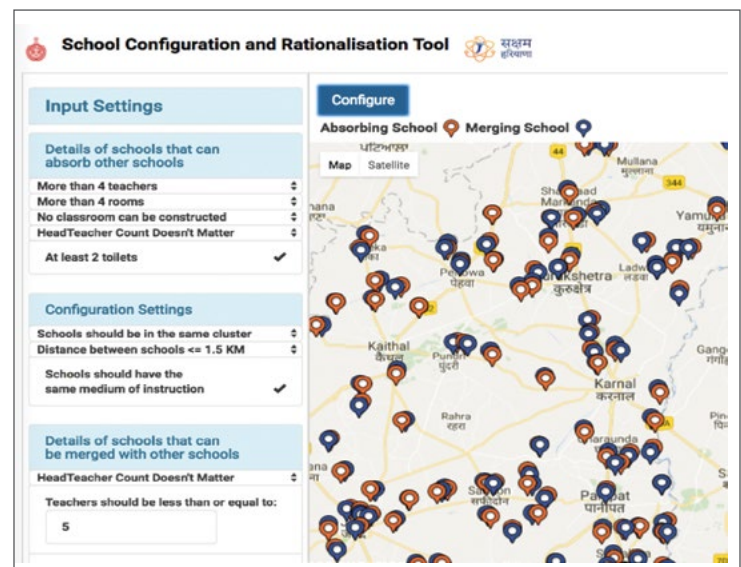
Test and Fund Management System (MTMS). There is an urgent need to fast track the deployment of MIS, increase the usage of AMS and improve the analytics as well as user interface of MTMS. Further, Saksham Haryana Cell is also working on integrating the three portals to make a consolidated "Saksham Haryana Education Portal".

## 2. Assessments

There are two types of student assessments in Haryana: Monthly and Yearly. Poor test administration and lack of meaningful data collection limit the significance and usefulness of exams. Saksham Haryana Cell aim to streamline the test administration process and curb the current menace of cheating in the state. A highly successful campaign called #NoCheating was run to curb cheating in December monthly exam, in which more than 3,000 schools were visited in just seven days.

In addition to the monthly and yearly self-assessments, a third part assessment was also included as part of the Saksham Haryana initiative - Saksham Ghoshna. Saksham Ghoshna is a third party assessment of grade level competency of primary and middle school , i.e., standards 3,5 and 7 students, in government schools across the state of Haryana

## 3. Remedial Learning

Remedial learning was aimed at supporting students who were below their grade level competency. The Learning Enhancement Programme (LEP) was strengthened to bridge students and bring them at par with the rest of the class. Furthermore, Whatsapp based digital training was introduced in order to quickly disseminate content without wasting teaching hours in long trainings.

Associates worked closely with the DEOs to create the monthly review presentation from a standard state-wide template for the review meeting, ensuring that all the necessary data points and acknowledgements were included. Associates also briefed the DCs 24 hours prior to the review meeting. Following the monthly review meeting, Associates would indicate the dates, outcomes and next steps of the meetings on an online tracker which was shared with and used extensively by the Chief Minister's Office (CMO). Associates were encouraged to focus not only on ensuring that the review meetings were conducted, but that the quality of the meetings was high, and the discussions were fruitful and robust.

At the beginning, in September 2017, a lot of effort was put into ensuring that the meetings were being conducted. For the Saksham Haryana campaign to be successful, it was imperative that the DCs, the utmost authority at the district level, were the driving force behind the campaign in each district. Districts that were performing well were appreciated through the VC as well as through individual phone calls.

Each district had a different approach to the campaign. In Hisar, the DC was already conducting reviews, and the campaign was a boost to their efforts. In Faridabad, the legitimacy brought to the campaign by the CMO was a trigger to focus on education in the district. DCs and DEOs were consistently motivated and the focus was not just on compliance but interdepartmental cooperation as well.

As the monthly review meetings became regular, Associates focused on the quality of work as a means of ensuring excellence in implementing the campaign. Each topic discussed during the review meeting was supported with data. Low performing schools were identified and focused on, while the best practices adopted by high performing schools were understood and recognised. The CMGGAs played a catalytic role in driving the agenda of the Saksham Haryana campaign forward. Between August 2017 and January 2018, the CMGGA team recorded a gradual increase in the effectiveness of the review meetings. By the beginning of the new calendar year, 90% of the reviews were being regularly conducted in each district, and new strategies were being devised by every district.

## Customising for Context

Although the monthly meetings served as a means of monitoring the progress of the Saksham Haryana campaign and its outcomes, it was widely recognized that learning level outcomes would not change in a matter of a few months. Even though the Saksham Haryana campaign identified 12 initiatives and laid out objectives for how each of them could increase learning level outcomes of school students, its purpose was to serve as a guide. DCs and DEOs worked to develop strategies that worked for the challenges and strengths particular to their own districts. In this they were supported by the Associates who interacted with various stakeholders within the education system in their districts and worked closely with DEOs and DCs to develop these district-specific strategies while also staying in touch with their fellow Associates in other districts to ensure strategies with multi-district application which could be replicated. In Nuh, CMGGA Mohit Soni, got intensely involved in the campaign, and initiated several new

tactics. In Rohtak, CMGGA, Aadav Ss developed an easy to use tool for internal assessments by Block level education officers.

To maintain and build the momentum in the districts, the CMGGA team facilitated the participation of the Saksham Haryana Team at the districts level review meetings. By March, review meetings were focusing specifically on district level issues. In Charkhi Dadri for example, a newly formed district of Haryana, posts for district education officers had not been sanctioned at the time. Having members of the state-level Saksham Haryana team visit and participate in the reviews served as a big boost to the district level education officers, and prepared them well for inspections and interactions by a the state department and the CMO.

## Intra-departmental Coordination

One of the biggest contributions of the CMGGAs to the Saksham Haryana campaign has been in facilitating increased cooperation between State Council Educational Research and Training (SCERT) and the State Department of Education, especially at the district level. Through District Institutes of Education & Training (DIET), the SCERT monitors and analyses the results of the Monthly Assessment Tests and schedule trainings for teachers and provide technical expertise on achieving learning level outcomes. On the other hand, district level education officers straddle both academic and administrative responsibilities such as making reports and answering Right to Information (RTIs), making coordination with DIET a low priority. By including both departments in developing the district-level strategy for achieving learning level outcomes, the CMGGA involvement in the Saksham Haryana campaign has brought this coordination back into focus.

## Communication for Systemic Change

Although change has been slow, the Department of Education has found a trusted ally in their mission to achieve 80% learning level outcomes. The alignment between the various stakeholders - the CMO, DCs, DEOs and the DIET trainers, has improved through the course of the last year, and there is a clearer sense of shared vision. WhatsApp groups at the district and state

level allowed for better coordination. The CMGGAs' contributions to the Saksham Haryana campaign, has built a communication network that ensure the coordination between the DIET and the DEOs generates the desired outcome.

In July 2017, only 22% of the districts were reviewing learning outcomes of government school students.

With the support of CMGGAs, by June 2018, 100% of the districts were conducting these reviews regularly. Since its inception, three rounds of Saksham Ghoshna have been conducted in Haryana wherein 37 blocks underwent a third party assessment. Out of these, seven blocks were declared Saksham and eight were nearing Saksham.

# ANTYODAYA SARAL

## Building a Paperless, Cashless, Faceless Interface to Citizen Service Delivery

At the beginning of the CMGGA Programme, Associates observed that a citizen seeking a government service or scheme appeared to be caught in a mesh. There were several touchpoints, incomprehensible application forms, no application tracking mechanism or dedicated phone line. Government representatives delivering services had their own concerns. They had to manage applications received from multiple touchpoints, track the status of the applications once they had been forwarded to the concerned department and follow up on citizen feedback. There was a growing need to streamline the processes for good governance.

The Government of Haryana, through its 37 Departments, Boards or Corporations, has numerous offerings for its citizens. Some offerings are services or government authorizations such as licenses or certificates, while others are schemes – benefits in kind or cash (Pension for example). It is estimated that the Government of Haryana has over 417 government to citizen (G2C) services and 229 G2C schemes, which have thus far been provided through different channels; some are available digitally, while others include manual paper based processes. Efforts have been made to consolidate the provision of services through specialized delivery centres in district and sub-divisional headquarters as well as at gram panchayats. However several services and schemes continue to be delivered outside of these channels, making the process complicated and arduous for a citizen.

In February of 2017, in a meeting chaired by the Chief Minister of Haryana, with the Department of IT and the Digital Haryana Cell (DHC) – a Project Management Unit (PMU) in the CMO – the vision for a single platform where citizens could avail all government services and schemes was mooted. The idea was to build a paperless, cashless, and faceless service delivery mechanism to leave no room for corruption and provide seamless service to citizens. The initiative was named Antyodaya SARAL, meaning inclusive and simple in Hindi, for its vision of providing citizens with simple, seamless, and easy access to government services. Antyodaya SARAL would have two essential components – a digital platform and physical citizen touchpoints. The digital platform would be built out by the National Informatics Centre (NIC) Haryana, under the ownership of the IT Department. The physical citizen touchpoints would enhance and modernize existing service delivery centres located in district headquarters and sub-divisions. A small team was carved out from within the CMGGA Programme Team and the DHC to carry forward Antyodaya SARAL.

## Understanding Existing Service Delivery

In the first term (July - September) of the CMGGA Programme 2017-18, the Associates were tasked with conducting a diagnostic of the existing e-Disha Kendras, a centre located in every district, where services, such as income and caste certificates, gun licenses, driving licenses and land records were provided through an electronic portal. As part of the diagnostic the Associates had to understand the services provided, the processes and documents involved as well as the demand for these services. They also made a note of the available infrastructure and equipment. In this manner a comprehensive assessment of the government's existing attempt to consolidate service delivery under one roof was conducted.

Their learnings were presented to the Chief Minister in September 2017. With his backing, work on Antyodaya SARAL continued to move forward.

## Revamping Service Delivery Centres

Once an understanding of the existing service delivery centres and helplines was established, there was a need to standardise the citizen experience of availing services across all districts, while keeping in mind the individual requirements and constraints of each district. Guidelines for the remodeling of e-Disha Kendras were developed. The standardisation and remodeling of the e-Dishas focused on a single window service delivery, ensuring
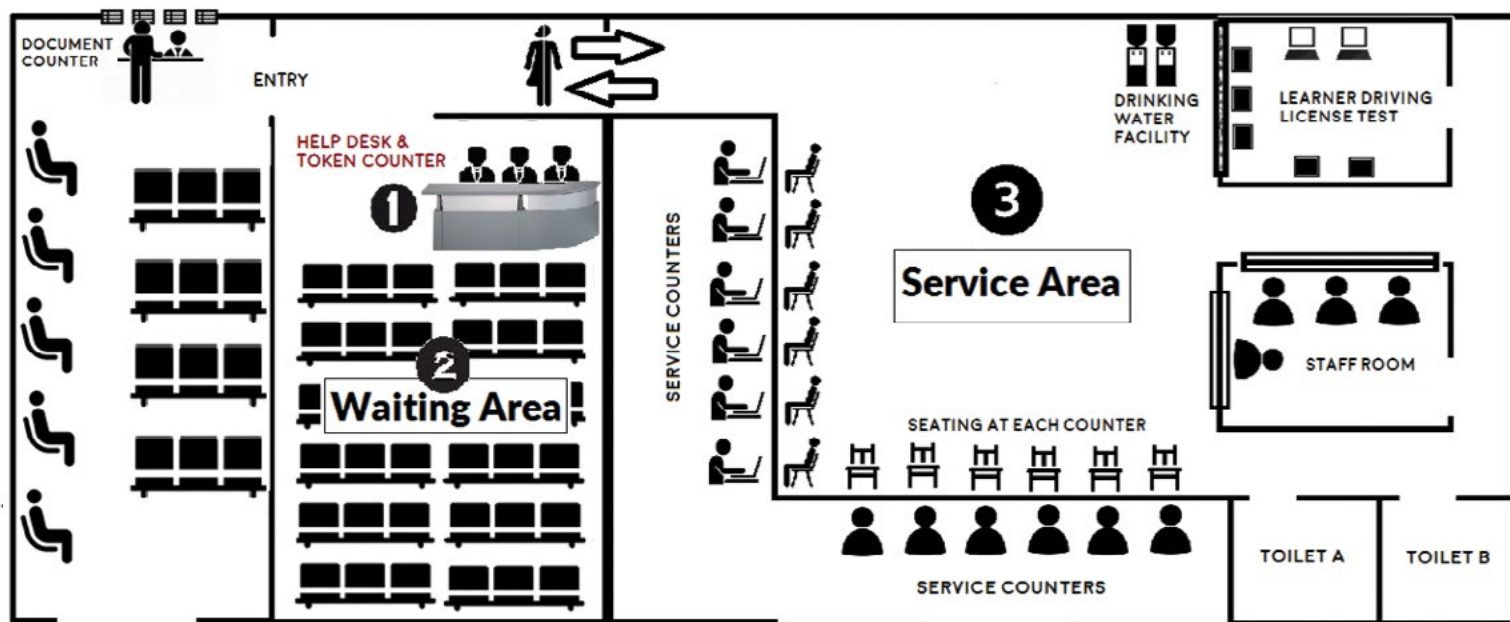
that a citizen could avail all services, and complete all steps in the process involved at once. It was decided that no new construction would be required, but district administrations could choose to build extensions and renovate the existing infrastructure.

The Department of IT solicited budgets from each districts for the renovations. They urged the district administrations to submit their budgets along with the architectural plan prepared and approved by the Chief Architect of the Public Works Department (PWD).

Over the span of a few months between October and December, districts sent in their plans. The Associates were involved in following up on the preparation and approvals of the plan and budget. By February 2018, the plans and required budgets for all the districts were approved.

## Developing the SARAL Service Delivery Software - Inhouse

As the district administrations geared up towards building the necessary infrastructure required to make Antyodaya SARAL a reality, the DHC and members of the CMGGA Programme team began working with the National Informatics centre (NIC), Haryana to bring all government services onto a single digital portal. Unlike many digital transformation projects taken up by central or state governments that hire external vendors to build expensive technology systems, the Government of Haryana decided to build the SARAL software in house.

Antyodaya SARAL makes use of ServicePlus, a Government of India platform developed precisely to help state governments bring their service online. However, the team soon realised that every department required a distinct set of documentation and their fee structures varied. While some portion of fees were collected through banks, others were directly received by the Treasury. Catering to each of these differences was a challenge. However, through a common application form for all services and schemes, the Antyodaya SARAL made things easier for data operators and citizens. The team also worked with the Common Service centre (CSC) to ensure that their Village Level Entrepreneurs (VLEs), also had access to and would use the Antyodaya SARAL platform. A gamification model was developed to incentivise the VLEs, to use the SARAL platform. A scoreboard was developed and the VLEs were ranked. The proposal to shift VLEs to the SARAL platform was sent to the Government of India, for a budget approval.
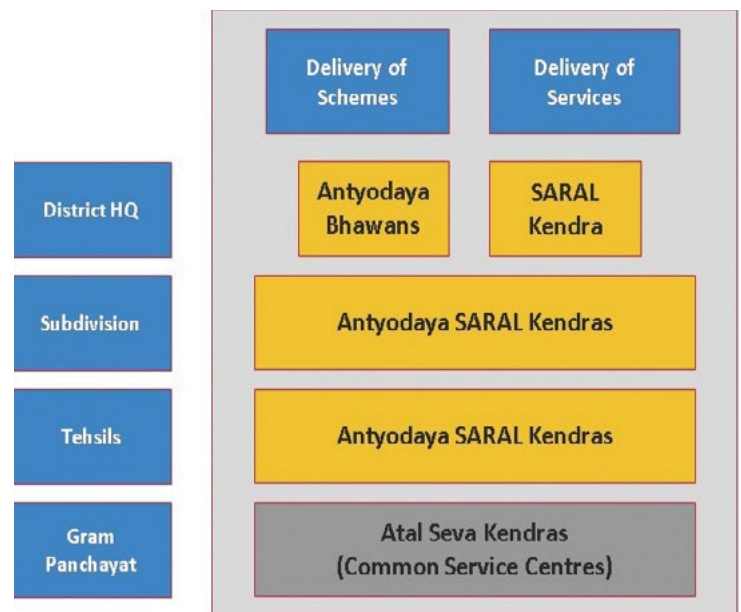




By December 2017, over a 100 services provided by the Government of Haryana were added to the Antyodaya SARAL portal. Few states in the country, most notably Maharashtra, had made use of ServicePlus, but none had succeeded in bringing as many services online. On the 25th of December 2017, a day celebrated as Good Governance Day, a pilot of SARAL was launched in select sub-divisions of Haryana. Karnal, Radaur sub-division in Yamunanagar, Thanesar sub-division in Kurukshetra, Gharaunda subdivision in Karnal and Gohana sub-division in Sonipat were selected for the pilot. These sub-divisions were selected based on their readiness to demonstrate the potential of SARAL. The aim was to pilot the project prior to its statewide launch with over 300 services by the 14th of April 2018, on Ambedkar Jayanti.

## Bringing Government Departments On-board

The team had diagnosed a total of 450 services and schemes across 30 departments to be integrated onto the Antyodaya SARAL platform. Meetings were being conducted every week. To ensure that the list of services that were put together were exhaustive, a letter was sent out from the CM's office asking departments to certify the services that were on the list. Meanwhile, issues being reported from the pilot districts were being reported by data entry operators, to the District Informatics Officers (DIOs) and finally to the NIC. By March 2018, the pilots were still underway. Regular VCs conducted by the Additional Principal Secretary to the CM ensured monitoring during the implementation of Antyodaya SARAL.

## Launching the Antyodaya SARAL Initiative

In a meeting with the CM in January 2018, he emphasised the vision of the Antyodaya SARAL initiative to ensure that marginalised communities were the key beneficiary. On the 14th of April 2018, the CM launched the Antyodaya Kendras, with 160 schemes accessible on the SARAL portal to marginalised populations. By the end of the second year of the CMGGA Programme, 61/115 Antyodaya SARAL Kendras across the state witnessed a combined footfall of approximately 10,000 per day. The Kendras have been set up with state of the art infrastructure with amenities such as waiting areas, air conditioning, water coolers, toilets, dustbins, storage, seating, power back-up, LCD displays, LED lighting, CCTV surveillance, scanners and printers. Today over 200 schemes and 200 services are integrated into the Antyodaya SARAL portal and are also available at the SARAL Kendra, Antyodaya Bhawan and Antyodaya SARAL kendra.

# Improving Service Delivery Processes in Haryana Tehsils

The land revenue administration in Haryana operates at four administrative levels – district, sub-division, *tehsil*, and sub-*tehsil*; and village. The Tehsil office is headed by a Tehsildar whose primary role is to maintain land records and manage related administrative matters. Haryana has a total of 93 Tehsils, with an additional 49 'sub-*tehsil*'. It is at the tehsil level that there is a direct interface of the government with the public, who come to register property or access land records. Tehsil offices are known to be marred with complications and citizens availing revenue services at the Tehsil offices often feel the need to pay touts and agents for help. Keen to change the public perception of Tehsil offices, the CMGGA Programme studied the functioning of the broad array of services being offered at *tehsil* offices and proposed ways to simplify the service delivery.

## Mapping Service Delivery in Tehsil Offices

To map the experience of citizens in *tehsil* offices, the Associates started by visiting the two *tehsil* offices with the highest footfall, in their respective districts. At each office they mapped the process of the five most availed of services.

1. Land registry
2. Issuance of various types of certificate/affidavit
3. Change in land record (mutation)
4. Issuance of copy of Record of Rights *(jamabandi)*, E-stamping
5. Any other service of the Associate's choice.

As they mapped the on-ground process of how these services were delivered, the Associates, also evaluated the efficiency in the service delivery at *tehsil* offices. The services offered at the *tehsil* offices are delivered by a range of people including IT support staff, *Patwaris* (village level revenue officers), retired *Patwaris,* and *Kanungos.* Presiding over these services is the *Tehsildar,* who are not available at the *tehsil* offices at all times due to their other administrative responsibilities. Associates also recorded the "average" "daily transaction count of services" being provided through the Haryana Registration Information System (HARIS) and the Haryana Land Records Information System (HALRIS).

> Haryana Registration Information System (HARIS) is used to register the deed, whereas, once the deed has been approved and the changes are made in the land records, the process is continued on Haryana Land Records Information System (HALRIS). HALRIS is a database of the land records and the changes are made in that as and when the land is registered and the mutation has been conducted.

In order to identify the challenges faced by citizens at *tehsil* offices, Associates were asked to interact with 15 citizens each. The citizens they selected should have availed one of the five services being mapped within the last three months from the *tehsil* office. Between the months of August-September, the Associates visited 42 out of the 93 *tehsil* offices in the state of Haryana.

## Challenges Identified of the Tehsil Office

Once Associates had mapped the on-ground procedure of the five services, and understood the challenges of service delivery, from the point of view of the administration as well as citizens', they set out to analyse their learnings. Associates found that there were primarily two major challenges that hindered the delivery of land revenue services at *tehsil* offices.

### 1. Infrastructure Constraints

In every district Associates identified a lack of infrastructure which was necessary to deliver services. The districts of Sonipat, Rewari, Panchkula, Nuh, Jind and Jhajjar, did not have either adequate computers for the staff or the power back-up facilities to serve the existing computers. This resulted in a severe delay of work. In nine districts the absence of any queue management system resulted in poor crowd management that ultimately impacted the quality of service delivery. In additional to these challenges essential to service delivery, Associates also recorded poor infrastructure in terms of arrangements of washrooms, drinking water facilities, seating, and fans, all of which negatively affected a citizen's experience.

### 2. Variations in Service Delivery from Stipulated Procedures

A popular service availed at *tehsil* offices is land registration, which is required when a property changes hands from a seller to a buyer. The detailed procedure for getting a deed registered is determined by the Revenue Department and published on the Haryana government website.



A detailed procedure for deed registration available on the Revenue Department website can be summarised as follows

**Applicant**

1. Prepare the deed through templates available on the

website or through registered deed writers at the *tehsil* office.
2. Pay stamp duty, if necessary, at the treasury branch, respective Tehsil office or online (e-Stamp).
3. Book an appointment and visit the Sub Registrar Office (SRO) to submit the deed. An e-Stamp is mandatory for booking an appointment

Revenue Department Officials at the Tehsil Office

4. Verify, mark or deny the deed (Sub-Registrar)
5. Fetch marked deeds on HARIS and input deed data. Take and upload a photograph of the applicant and regularize the deed. (Registration Clerk / Data Operator)
6. Sign the regularised deed (Sub-Registrar) and record delivery of the deed on HARIS

Applicant

7. Be present with witnesses at the SRO office at the time of registration

However, the Associates reported that ongoing practices in the Tehsil offices they visited varied from office to office, and were different from those stipulated by the department. A land registration, Associates found, took an average of 13 steps.

1. Collect a *nakal* of mutation and *jamabandi* through the HALRIS
2. Certify the *nakal* by a *Patwari*
3. Prepare a deed, and pay stamp duty employ a deed writer for the same
4. Obtain clearance from the *tehsil* Revenue Accountant in case of recovery dues.
5. Obtain clearance from the Registration Clerk who checks ID proof and payment of stamp duty
6 Take an appointment through the Appointment Management System.

On the day of the appointment

7. Mark the attendance of both the buyer and seller
8. Operator enters the basic details of the deed in HARIS.
9. Operator captures the photo and biometrics of the seller, buyer and witnesses
10. Operator prints out the documents, arranges the papers in the application and collects District Information Technology Society (hereafter, DITS) fees.

11. Registration Clerk collects registration fees and copies of deed to obtain the signature of sub-registrar
12. Buyer collects the deed signed by the sub-registrar, followed by the registry
13. Buyer contacts the *Patwari* to pay the mutation fees, if not paid at an earlier stage.
14. *Patwari* performs the mutation and provides a copy to the Buyer.

## Collecting Best Practices

Following the inter-district study, Associates presented their findings to the Hon'able CM on 20th December 2017. They recommended that a further study be conducted under the CMGGA Programme to analyse the best practices from across the country. Possible improvements in the current functioning of *tehsils* would then be presented to the Chief Minister subsequently

In January 2018, small teams of Associates studied six types of best practices from other states:
1. Cadastral maps and E-Bhoomi projects of different states
2. Decision making processes for DC rates, currently decided based on inputs from the *Tehsildars*, Sub-Divisional Magistrates (SDMs) and *Patwaris* to the DC.
3. Digital India Land Records Modernisation Programme
4. Potential of single window land registration
5. Streamlining the process and adoption of online system for marriage certificates
6 Implementation of post-verification of certificates e.g., birth, death, senior citizen, income

Associates collaborated to study available documents from other states, and establish conversations with officers in other revenue departments. Through this research they collated best practices of the functioning of Tehsils. Initiatives in Delhi and Mohali, Punjab were studied and included in the recommendations finally submitted to the Hon'ble CM.

## Implementing Standardized Operating Procedures in Tehsil Offices

In March 2018, based on the recommendations made by Associates, during their interaction with Financial Commissioner Revenue (FCR), DLR, Managing Director of Haryana State Electronics Development Corporation (HARTRON) and Consultants to the Revenue Department, it was decided that, the Programme team and the CMGGAs would work in tandem to solve the

issues through the implementation of Standardised Operating Procedures (SOPs) throughout the state with standardised fee structures. The CMGGAs were integral to the implementation of the SOPs. They helped create a calendar mechanism to ensure that *Patwaris* were available in the *tehsil* offices to certify the mutation.

They conducted a baseline study to initiate the period transfer of operators and *Patwaris*, and closely tracked the elimination of pending non-enterable mutation. Associates insured that all the *tehsil* offices adhered to the SOPs, and tracked the progress through a shared spreadsheet.

# Other Modules

In total, the Associates have worked on 10 work modules this year. In addition to the four modules discussed in detail above, the other work streams that have been supported by the Programme and the Associates in the last year include:

1. *Swachh Bharat Mission* – This work piece aimed to do a status check of the ground realities in villages that had been declared Open Defecation Free (ODF) via private unannounced surprise checks, and collecting information about other aspects of SBM Rural. Subsequently, associates have been working on Urban ODF and SBM strategies and implementation plans with their respective district administrations and municipal corporations.

2. *Beti Bachao Beti Padhao* – This work piece focused on identifying reasons for low Sex Ratio at Birth (SRB) and other service gaps by conducting field visits at Anganwadi centres, Primary Health Centres (PHCs) and Govt. schools and Focused Group Discussions (FGDs) in critical villages. Subsequently, associates are also working on implementation on Pre-Conception and Pre-Natal Diagnostic Techniques Act (PCPNDT ACT) in the districts.

3. **Transport Department** - The work module intended to make sustainable and feasible recommendations to optimise the services and fee structures provided by the authorities in order to increase efficiency and transparency in the functioning of the Regional Transport Authority/Office (RTA/RTO) and the SDM office. Subsequently, associates have monitored and guided the implementation of the state-wide recommendations.

4. **Police** - The work module intends to understand and improve the functioning of the police. The overall police module is designed to achieve three objectives - revolutionize the operations of Police Control Room, create visibility on status of complaints and First Information Reports (FIRs), and improve the delivery of citizen services at the police station by studying issues faced by a complainant during filing an FIR, investigation and post-investigation. Subsequently, the Programme has recommended and is assisting in implementation of Haryana Dial 100 service and implementation of *Mitra Kakshas.*

5. **Stray Cattle Management** – This work piece aimed to create district level plans to combat the menace of stray cattle and do a status monitoring and facilitation of efforts  being taken by district administration to tackle the issue.

6. **CM Announcements** –  The CM Announcements' Implementation Monitoring System is the review mechanism established by the Chief Minister of Haryana to ensure implementation of the development works and projects announced by him across the State. Associates worked to augment the effectiveness of the monitoring system and review mechanism already in place by promoting inter-departmental coordination and institutionalising a fortnightly review mechanism at the district.

# Capsules

Capsules are short workpieces and vary depending on the needs articulated by the CMO. Pairs of Associates work on a range of problem statements such as social audits in PRIs, monitoring public works by ULBs, skilling for scheduled and backward caste women, digitisation of milk dairies and setting up e-panchayats. Depending on the needs identified through the capsules, they can be taken up as future work modules. This chapter documents seven capsules undertaken by Associates in 2017-18.

# Managing Solid & Liquid Waste in Rural Haryana

Arunima Chandra (CMGGA Gurugram)
Nilanjana Sen (CMGGA Kurukshetra)





Even though Haryana was declared Open Defecation Free (ODF) in 2017, it is estimated that the 1.6 crore people who live in rural areas of the state, produce over 24,000 tonnes of waste that goes unmanaged every single day. To understand how Haryana could manage this situation, Arunima Chandra (CMGGA Gurugram) and Nilanjana Sen (CMGGA Kurukshetra) were tasked with creating an integrated approach to solid and liquid waste management (SLWM) for rural Haryana.

The Development and Panchayat Department were aware that waste when reused and recycled properly, can generate revenue and reduce the burden of waste disposal. They in turn tasked Arunima and Nilanjana to find out how this could be done. The two Associates began by studying Sanwla and Fattupur villages in Kurukshetra, Bhasada village in Panipat and Faridpur village in Faridabad, all believed to be successful cases of SLWM. The World Bank recommends decentralised liquid waste management at the household level through soak or leach pits and three levels of segregation of household waste. In all the villages studied, it was found that these recommendations had not been followed. The reasons included lack of technical support from the district administration, limited community engagement and poor financial planning while constructing infrastructure for SLWM.

To better understand and solve for the on-ground challenges in implementation of the recommended strategy, both Associates took up the task of running SLWM pilots in two villages of Gurugram and Kurukshetra districts, as per World Bank's guidelines. Through the learnings from these pilots in varied villages, it was realised that a combination of centralised and decentralised waste management strategies, with increased focus on decentralised systems, was required in villages.

Arunima and Nilanjana proposed the establishment of a technical wing for assistance from domain experts such as Federation of Indian Chambers of Commerce and Industry (FICCI) and Tata Trust, to help design a technical management plan that suited both the state government and the village panchayat. Panchayats were motivated to take ownership of SLWM in their villages and community members were trained to segregate waste at household levels, and encouraged to construct individual leach pits. To reduce overall quantity of waste produced in the village, Self-Help Group (SHGs) were mobilized to

make cloth and paper bags. Awareness was created to reduce the wastage of water and install taps on all water sources and water meters were set-up in each house. 'Neki ki Deewar', or donation walls, were built so that people could donate spare resources instead of throwing it as garbage.

To garner community engagement, Arunima and Nilanjana also proposed that the Department adopt a state-wide brand strategy, clubbed with an awareness campaign for water management. They also recommended establishing a resource tank of civil society members, such as Startups and Companies, local innovators, artisans, NGOs, etc., which could be mobilised for any activity to be undertaken under SLWM, and various policy recommendations for different kinds of wastes such as Faecal Sludge and Poultry Litter. They also collated the best practices running across Haryana and learnings from these practices were absorbed in the state-level policy for SLWM. Their key recommendations were accepted and working groups of Additional Deputy Commissioners have been formed to work on the recommendations in a time bound manner. Establishment of a Project Management Unit (PMU) at the Headquarter is under consideration.

# Strengthening Haryana *Khadi* Village Industries Board and *Mitti Kala* Board

Nilanjana Sen (CMGGA Kurukshetra)
Nishita Banerjee (CMGGA Jhajjar)





There is a severe lack of discourse around handicrafts and handloom in the state of Haryana. In the last 25 years, the Haryana Khadi and Village Industries Board (HKVIB) has had limited impact due to inadequate budget and a high number vacant posts. Consequently, artisans and people working in cottage and village industries have received little support from the state. Nilanjana Sen (CMGGA Kurukshetra) and Nishita Banerjee (CMGGA Jhajjar) took on the challenge to work on innovating solutions to protect the interests of handloom, handicrafts, and other village industries. Working to support the Chief Executive of HKVIB, they sought to create the institutional infrastructure to help the Board reach out to artisans in a systematic and regular manner.

Over a period of two months, Nilanjana visited a potter community in Mathana village in Kurukshetra, and observed their way of life. In Jhajjar, Nishita acquainted herself with SHGs who made *charpoys* (beds), *moodha* (stools) and *juttis* (shoes). The two Associates worked together and created linkages between the HKVIB and design schools in Haryana. They built a database of existing khadi and village industries, organised workshops to invest in skilling of artisans; and conceptualised schemes to support khadi and village institutions in Haryana.

Throughout the course of the year, Nilanjana and Nishita organised strategic interventions to support and promote *khadi* and village industries in Haryana. They have worked actively with all the stakeholders involved with the HKVIB and the *Mitta Kala* Board. With the renewed interest and effort at the State a budget of one crore for the *Mitti Kala* Board, and four schemes for HKVIB has been developed and passed by the Board. Two state level workshops with potters and *khadi* institutions have been held with success, and an international organisation has been brought on board to upskill the artisans.

# Monitoring Public Works in Rural Haryana

Harshali Dalal (CMGGA Hisar)
Manish Jaiswal (CMGGA Bhiwani)

Public works such as the construction of roads, especially in rural areas, is often accused of being riddled with corruption. It is no different in Haryana. This is seen in the rising number of complaints on Chief Minister's Window (CM Window), which is a state-level grievance redressal portal, and countless RTI applications filed against siphoning of funds by Panchayats, poor quality of infrastructure in villages and manipulation of records by officers. This results from a lack of transparency and accountability, augmented by poor monitoring. In order to strengthen the monitoring efforts by the Department of Development and Panchayats, Harshali Dalal (CMGGA Hisar) and Manish Kumar Jaiswal (CMGGA Bhiwani), were asked to understand how financial transactions for rural public works are monitored and tracked. This understanding was then to be used to bring in a new system that fosters transparency of financial transactions pertaining to rural public works.

Over the course of a month Manish and Harshali conducted primary and secondary research. They found that there was always a time lag between the withdrawal of funds and the update in the records. There was no mechanism to check the status of a construction activity vis-à-vis the money spent. The entire process was manual, offline and extremely cumbersome. They then turned to understanding two software applications - the Panchayat Enterprise Suite (PES) and the Village Integrated Monitoring System (VIMS).

VIMS, developed locally by NIC Karnal, was easy to use and tracked the live status of funds. It required a one-time entry into an automated process. Its biggest drawback, however, was that it was not linked to the treasury, and couldn't track end to end transactions. On the other hand, the PES (developed by the Union Government) was linked to the treasury. PES required the Panchayat to upload its development plan online

in the public domain. Citizens could suggest changes or propose new projects in their village before the administrative approval was granted. Each project would be geo-mapped and each transaction would be visible on the portal. However, PES had 11 modules with multiple data entry points, making it tedious for the Panchayat to use.

Their assessment of both systems was presented to the Hon'able CM and senior officials from the Department of Development and Panchayat and it was decided that PES would be taken forward, beginning with a concentration on implementing three of the 11 modules—uploading village development plans, listing actionable components of the plan, and mapping financial transactions against every project. Under the leadership of the Deputy Commissioner, a pilot of the same was launched in Yamunanagar district with data of 30 Panchayats being uploaded. Meetings were held with banks and political representatives in order to align them with this vision. Withdrawals by Panchayats was stopped unless the data was uploaded. This caused a hue and cry in the district, but it led to success. Within five months of implementation and guidance from DCs across the state, it was decided, that the pilot would be scaled up to the entire state. Today, the department has taken complete ownership of PES and has been appreciated by the Government of India for their efforts.

बड़ी खबरें    ताजा खबरें    राष्ट्रीय    जागरण स्पेशल    पॉलिटि

जागरण संवाददाता, यमुनानगर : उपायुक्त रोहतास सिंह खर्ब ने बताया कि हरियाणा सरकार के द्वारा पंचायतों को ऑनलाइन करने के लिए ई-पंचायत मिशन प्रोग्राम कई वर्षों से चलाया जा रहा है। पंचायतों की कार्यशैली में पारदर्शिता आए और कार्य में कुशलता को बढ़ाया जा सके।

जिला में 6815 कार्य-ग्रामीण क्षेत्र में गांव के विकास के लिए ग्राम पंचायतों के द्वारा कराए जा रहे हैं। यमुनानगर पहला जिला बना है, जिसमें ऑनलाइन के मार्फत ग्राम पंचायतों के द्वारा किए जा रहे विकास कार्यों में हुए खर्चे की अदायगी ई-पंचायत मिशन के करना आरंभ किया है। इस कार्य के शुरूआत जनवरी के महीने में की गई थी, परन्तु कुछ प्रशासनिक कारणों की वजह से ऑनलाईन कार्य सुचारू रूप से नहीं चलाया जा सका। उन्होंने बताया कि अब सरकार के द्वारा निर्णय लिया गया है, कि 21 फरवरी से पंचायतों के बैंक खाते ई-पंचायत मिशन प्रोग्राम से जोड़ दिया जाए है और ग्राम पंचायतें विकास कार्यों पर हुए

# Modernising *Silai Kadai* Coaching Centers

Shubhi Kesarwani (CMGGA Jind)
Kritika Choudhary (CMGGA Panchkula)





In 1975, the Government of Haryana established '*Silai Kadai* Coaching Centres' or stitching coaching centres, to provide skill training and employment opportunities to rural women. In 2017, the state government found that from the time of its establishment, the Centres had been unable to create the intended benefits, especially with rapid changes in skill requirements since the establishment of the Centres. Shubhi Kesarwani (CMGGA Jind) and Kritika Choudhary (CMGGA Panchkula) were tasked with studying the scope for improvement and scale-up of the centres.

Shubhi and Kritika, visited the Centres and interacted with their beneficiaries. They also spoke with personnel from the Welfare of Scheduled Caste and Backward Classes Department, responsible for overseeing the Centres. They found that the syllabus taught in the Centres was obsolete and the certification provided was not from an accredited institution and hence did not have much value professionally. In addition, the stipends mandated to beneficiaries, were not being received because of a lack of any monitoring system.

Together with the Welfare of Scheduled Caste and Backward Classes Department Shubhi and Kritika, worked on building a viable solution. A change of syllabus was ordered as per the current market requirement and a Memorandum of Understanding (MoU) was signed with the National Skill Development Corporation (NSDC) to provide better certification. Better equipment was ordered, and automatic sewing machines, which are current market standard, replaced the existing manual machines. It was proposed that the transfer of the stipend to beneficiaries should be through Direct Benefit Transfers (DBT). To expand the reach of the Centres, for the first time married women were allowed to register for the training, thereby increasing the batch sizes of each Centre from 25 to 40 due to keen demand.

# Reforming the Social Audit

Khush Vachhrajani (CMGGA Faridabad)
Robin Keshaw (CMGGA Kaithal)





Social audit is a process through which official records and documents of the state are reviewed, by selected block and district resource personnel, to reflect differences between reported expenditure and the actual money spent on ground. In India, the Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA) is one of the only Acts that mandates social audits as part of its process. While social audits began in Haryana between 2011–2012 they were only institutionalised in 2015, with the creation of the Haryana Social Audit Unit (HSAU). The HSAU under the supervision of a director, comprises of social audit expert, state resource persons, district resource persons and other secretarial staff. Khush Vachhrajani (CMGGA Faridabad) and Robin Keshaw (CMGGA Kaithal) were tasked with understanding how social audits mechanisms could be strengthened not only for MNREGA, but also for the mid-day meal scheme, PHCs and Public Distribution System (PDS).

Khush and Robin set out to design a robust social audit mechanism that would strengthen its impact for PRIs in Haryana. They reviewed existing research on social audits, conducted field visits, and witnessed social audit process in-person, and met with government and citizen stakeholders as well as experts. Social audit is a complex process with intensive community participation and mobilisation. However, social audit in Haryana was limited to financial audit of the records by the resource persons. There were no pertinent avenues to address the concerns raised and issues identified by the social audit team.

They identified a lack of budget and poor capacity building that limited community involvement as the key challenges that needed to be addressed. Most importantly, they discovered that Haryana's SAU was severely short on staff, with no independent Director in charge and couple of account officers taking care of the whole unit rendering the unit nearly non-functional. There were no SOPs and no success metrics set for the social audit process, because of which there was no tangible benefit of the whole process

With the support of the Department of Development and Panchayat, Khush and Robin worked on creating the roadmap for social audit in Haryana. They invested the concerned officers through multiple workshops. They also identified experts from National Institute of Rural Development, Ministry of Rural

Development and Social Audit Units of other states. In order to create a discourse on social audit in Haryana, they also went with the state delegation to Jharkhand, which is considered to have implemented social audit in true spirit. They proposed a workshop with all relevant stakeholders to build consensus on the new model of the social audit unit, one that was independent, autonomous and inclusive of an expert consultant. They also recommended a social audit pilot in 20 villages of Haryana to tailor the process as per state's need.

# Digitising the Public Distribution System

Mridul Dhar (CMGGA Rewari)
Aadav Ss (CMGGA Rohtak)



The Public Distribution System (PDS) facilitates the supply and distribution of food grains and essential commodities to a large number of households living below the poverty line (BPL). In an endeavour to improve transparency and reduce corruption, the Government of Haryana, is in the process of digitising the process by using biometric devices to ensure that the benefits are received by the correct beneficiary. To assess the feasibility of the proposed process, Mridul Dhar (CMGGA Rewari) and Aadav Ss (CMGGA Rohtak) were asked to analyse the quality of digital infrastructure at depots and fair price shops (FPS). They also understood the perceptions of depot and fair price shops owners towards biometric authentication, in an attempt to assess the sustainability of the process overtime.

Mridul and Aadav studied various models of PDS and FPS across the country to design a fresh one best suited the districts of Haryana. They not only conducted field work in Rewari, Charkhi Dadri and Rohtak, but travelled beyond the state to Punjab and Rajasthan. In Punjab, they visited Mohali to understand the bi-annual distribution model adopted by the state. In Rajasthan, they visited Jaisalmer to study the Annapurna shops.

While designing a model that worked, the Associates faced many challenges. They found that the digital infrastructure needed for the project was insufficient to enable efficient and democratic service delivery through the PDS. They also found the profitability of the new process to be low for depot holders.

Working together with the Department of Food and Supplies, the Associates provided recommendations to the government to overcome challenges identified. This resulted in a proposal to adopt a private public partnership and rebrand the FPSs to *Antyodaya Bhandaars*. This would ensure the necessary digital infrastructure and a favourable perception towards them by depot holders and beneficiaries.

# Digitising of Milk Dairies

Priyanka Sinha (CMGGA Sirsa)
Kritika Choudary (CMGGA Panchkula





Haryana has a large dairy industry, and the government was keen to support the industry and enable it's success, through the establishment of efficient and transparent processes. 'Digitisation of Milk Dairies' was launched in the district of Haryana. The capsule was led by Priyanka Sinha, (CMGGA Sirsa) and Kritika Choudhary, (CMGGA Panchkula). Both of the Associates noticed the lack of digitization in record payments of farmers due to tedious file work and loopholes in the implementation of the scheme.

Jointly working with the Haryana Dairy Development Cooperative Federation Limited, the Associates, met with retired IAS officer Sh Harbhajan (UP Cadre), the General Manager (GM) of the Milk Union of Ambala and Sirsa, to get a better sense of the situation. They visited and talked with more than twenty-five milk cooperatives and spoke to cooperative secretaries, village supervisors, chilling plant managers, technical milk vendors and ground staff to understand the milk pouring and processing system. They attended several farmers' meetings and cooperative monthly meeting in the districts. An exposure visit was conducted to Hyderabad to understand the best practices of other federations.

The Associates found that there is a lack of transparency in the schemes available to cooperatives, and many dairies had been compromising on the quality of milk, to be able to be eligible for the schemes provided. To top is all, the payments process was also arduous. A number of recommendations were proposed by the two Associates. A holistic approach to the Diary Database management was proposed for capturing real time data at cooperative level. Visibility and branding of VITA (Milk brand of Haryana Dairy Development Cooperative Federation Limited) was also recommended.

# Pilots

Pilots are new projects or programmes initiated by the DCs of the districts with the involvement of the Associates. Each Associate is encouraged to support their DCs with two pilot projects in their districts. Following the successful implementation of a pilot at the district level it can be scaled across the entire state.

# HARYANA

**Deputy Commissioner**
Mr. S S Phulia
**CMGGA**
Nilanjana Sen

**Deputy Commissioner**
Ms. Sunita Verma
**CMGGA**
Robin Keshaw

**Deputy Commissioner**
Mr. Amit Khatri
**CMGGA**
Shubhi Kesarwani

**Deputy Commissioner**
Mr. Prabhjot Singh
**CMGGA**
Priyanka Sinha

SIRSA

FATEHABAD

**Deputy Commissioner**
Mr. Hardeep Singh
**CMGGA**
Anju Arya

HISAR

**Deputy Commissioner**
Mr. Vijay Kumar Bhavikatti
**CMGGA**
Pramod Raturi

**Deputy Commissioner**
Mr. Nikhil Gajraj
**CMGGA**
Harshali Dalal

BHIWANI

**Deputy Commissioner**
Mr. Anshaj Singh
**CMGGA**
Manish Jaiswal

**Deputy Commissioner**
Ms. Sonal Goel
**CMGGA**
Nishita Banerjee

CHARKI DADRI

**Deputy Commissioner**
Mr. Pankaj
**CMGGA**
Mridul Dhar

MAHENDARGARH

**Deputy Commissioner**
Ms. Garima Mittal
**CMGGA**
Ashish Vikram

**Deputy Commissioner**
Mr. Mukul Kumar
**CMGGA**
Kritika Choudhary

**Deputy Commissioner**
Ms. Sharandeep Kaur
**CMGGA**
Archana Gupta

**Deputy Commissioner**
Mr. R S Kharb
**CMGGA**
Karn Ailawadhi

**Deputy Commissioner**
Mr. Aditya Dahiya
**CMGGA**
Shailiza Mayal

**Deputy Commissioner**
Ms. Sumedha Kataria
**CMGGA**
Akshita Jain

**Deputy Commissioner**
Mr. K Makrand Pandurang
**CMGGA**
Bhaskar Rochak

**Deputy Commissioner**
Mr. Yash Garg
**CMGGA**
Aadav Ss

**Deputy Commissioner**
Mr. Vinay Pratap Singh
**CMGGA**
Arunima Chandra, Gunjan Gahlot

**Deputy Commissioner**
Mr. Atul Kumar
**CMGGA**
Khush Vachhrajani

**Deputy Commissioner**
Mr. Mani Ram Sharma
**CMGGA**
Abhinav Vats

**Deputy Commissioner**
Mr. Ashok Sharma
**CMGGA**
Mohit Soni

PANCHKULA
AMBALA
YAMUNANAGAR
KURUKSHETRA
KAITHAL
KARNAL
JIND
PANIPAT
SONIPAT
ROHTAK
JHAJJAR
GURUGRAM
FARIDABAD
REWARI
NUH
PALWAL

# Ambala

**Ambala Haryana ka Shaan**

The district of Ambala, known as Umballa during the rule of the British Empire, consists of the twin cities - Ambala City and Ambala Cantonment. It shares its border with Punjab, which greatly influences its culture. It is believed that Ambala was founded by Amba Rajput during the 14th century AD. Many feel Ambala's name to be a corrupt version of 'Amba Wala' or a mango-village, yet others believe that the district has derived its name from that of goddess "Bhawani Amba" whose temple still exists in Ambala City. Today, Ambala is known for its indulgent street food. Residents of urban Ambala are typically involved in running various businesses, while the armed forces are an attractive option for its youth.

## DISTRICT STATISTICS*

**AREA**
1,568.85 sq.km

**POPULATION**
1136784

**SUB-DIVISIONS**
Ambala City, Ambala Cantonment
Barara, Naraingarh

**TEHSILS**
Ambala City, Ambala Cantonment
Barara, Naraingarh

**BLOCKS**
Ambala 1, Ambala 2, Barara, Saha,
Shehzadpur, Naraingarh

**MUNICIPALITIES**
Ambala (Corporation), Barara
(Committee), Naraingarh (Committee)

| | |
|---|---|
| **408** | **GRAM PANCHAYATS** |
| **925** | **SEX RATIO AT BIRTH (2017)** |
| **89.31%** | **LITERACY RATE** |
| **642** | **ANGANWADI CENTRES** |
| **4** | **COMMUNITY HEALTH CENTRES** |
| **14** | **PRIMARY HEALTH CENTRES** |
| **104** | **SUB-HEALTH CENTRES** |
| **481** | **GOVT. PRIMARY SCHOOLS** |
| **138** | **GOVT. MIDDLE SCHOOLS** |
| **63** | **GOVT. HIGH SCHOOLS** |
| **92** | **GOVT. Sr. SECONDARY SCHOOLS** |

*Internal data. Same follows for remaining district profiles.

# Intervention on Domestic Violence through One Stop Centre

## Archana Gupta

According to National Crime Records Bureau, Haryana ranks 6th in the country for crime against women with 9839 cases reported between 2014-16. In the district of Ambala there is an average of 40 complaints about domestic violence registered every month. To remediate the situation, the Government of India built 'One Stop Centres' in select districts. 15 districts of Haryana were initially chosen to have One Stop Centres, excluding Ambala. The Centres hope to support women affected by violence and abuse. To ensure the effective use of and implementation of the Centres, education and sensitization about the issues of violence and abuse are necessary.

In districts that were not selected to have One Stop Centres, the government rolled out *Sukoon* Centres. *Sukoon* Centres, did not meet all the infrastructure and service requirements of One Stop Centres but were established to sensitise and educate people about violence against women. The hope was that the centres would ensure safe spaces for violence survivors, raise their voices and speak out against any kind of violence or atrocity. Due to the personal and sensitive nature of the issue, complaints about domestic violence were hesitantly filed. Moreover, strengthening the communication and coordination between the various departments involved would further amplify the support that the Centre could provide it's intended beneficiaries.

For the pilot, Archana Gupta (CMGGA Ambala) worked with the Police Department, the Department of Women & Child Development and the Health Department. Since the Sukoon Centres aimed to restructure and streamline

existing mechanisms, it did not require any additional funding to be implemented. For the Centres to be effective, it was important to create structures so that the 3 departments could work together and collaborate to effect change. Further, a detailed Information, Education, and Communication (IEC) plan for the public was development to spread awareness amongst the community about the existence and advantages of the Centre. The Sukoon Centre worked with different institutions, such as the Anganwadi Centres and hospitals, as well as frontline workers like Accredited Social Health Activist (ASHA) and Anganwadi Worker (AWW) to increase outreach of IEC, especially in rural areas.

Due to these efforts, the *Sukoon* Centre in Ambala has emerged as one of the model centres in all of Haryana. Although it is difficult to measure the impact of these efforts in pure numbers due to the nature of the problem and newness of the pilot, the centre has achieved remarkable success in their outreach efforts to educate people in Ambala of the problem and its impact. The International Centre for Research on Women is now studying the *Sukoon* Centre in Ambala so that their functions can be replicated in other Centres across the state. The aim is to have a functional One Stop Centre in Ambala in the near future.

# OTHER DISTRICT PILOTS

**Oye! Ambala**

A community oriented project to aware citizens about waste segregation and management to achieve 30% waste segregation at source. The nodal department for this pilot is the Municipal Corporation, Ambala. The approximate cost for this pilot is Rs.99 Lakhs.

# Bhiwani

**The Sportsmans Stadium**



Bhiwani is a district with extending arms of green farm and dessert. The village of Naurangabad in Bhiwani has evidence of Harappan and pre Harappan civilization tracing back to 2400 B.C. Bhiwani is always known for its contributions to the Indian independence movement. Over 300 arrests were made from Bhiwani during the Quit India Movement, and many joinees to the Indian National Army were from Bhiwani. Bhiwani is one of the oldest district of Haryana, carved out during the creation of Haryana in 1966.

## DISTRICT STATISTICS

**AREA**
3370 sq.km

**POPULATION (2011 CENSUS)**
1634445

**SUB-DIVISIONS**
Bhiwani, Loharu, Tosham, Siwani

**TEHSILS**
Bhiwani, Loharu, Siwani,
Bawani Khera, Tosham

**BLOCKS**
Bhiwani, Kairu, Siwani, Tosham,
Bawani Khera, Loharu, Behal

**MUNICIPALITIES**
Bhiwani (Council), Siwani (Committee) Bawani Khera (Committee) Loharu (Committee)

| | |
|---|---|
| 272 | GRAM PANCHAYATS |
| 913 | SEX RATIO AT BIRTH (2017) |
| 75.21% | LITERACY RATE |
| 1282 | ANGANWADI CENTRES |
| 10 | COMMUNITY HEALTH CENTRES |
| 34 | PRIMARY HEALTH CENTRES |
| 214 | SUB–HEALTH CENTRES |
| 447 | GOVT. PRIMARY SCHOOLS |
| 106 | GOVT. MIDDLE SCHOOLS |
| 75 | GOVT. HIGH SCHOOLS |
| 124 | GOVT. Sr. SECONDARY SCHOOLS |

# School Mentorship

## Manish Jaiswal

One one of his field visits to local government school, Manish Jaiswal (CMGGA Bhiwani) interacted with school authorities and students only to find that holistic development among the students was a concern. While schools provided students with books and classes, they were looking for direction and access to a supportive ecosystem, without which they they their aspirations remained low. Under the guidance of DC, Bhiwani, Manish conceptualised the School Mentorship pilot to provide students with access to high-quality mentors from different social circles than their own. It was hypothesised that this would help them expand their area of knowledge and also give them access to successful and inspiring people, who, in turn, could mentor them to achieve their best. The Mentorship pilot aimed to provide mentorship to students of 9th and 11th standard across six government schools from the Bhiwani district in Haryana, given its criticality in terms of diverging academic choices.

Manish collaborated with the Education Department of Bhiwani as well as the State University of Performing and Visual Arts, Rohtak for the pilot. He had the opportunity to work extensively with the DC, the District Education Officer (DEO), and the Block Education Officers (BEO) to formulate a plan for the pilot. With the support of these stakeholders in the education departments and the local schools, he conducted an assessment in government schools across the district to select the students and create mentor-mentee pairs. Mentors were selected through an online social media campaign as well as from the State University of Performing and Visual Arts from various domains such as Music, Performing Arts.

Mentors were assigned mentees based on their interests and apparent match in personalities. The pairs interacted frequently via phone calls over the period of the pilot and this has brought a visible change in the students. In just three short months, 47 students, across the six schools have been provided with access to high-quality mentors from varied fields in the Arts. The students reported feeling more confident and informed about various career choices.

There were several challenges in planning and implementing this pilot. Female mentors were hard to find. Even when mentees were mapped to a mentor, it was critical and challenging to ensure that the pair regularly communicated. Another challenge for the pilot is scalability and sustainability since it is largely-people in centric nature. One advantage of the voluntary nature of the pilot, was that funds were not required.

In the end, due to the combined efforts of the school, the authorities in the Education Department, the mentors and Manish, the students from the Bhiwani district have managed to change their narrative. They now have access to opportunities which will hopefully lead them to more and better choices.

## OTHER DISTRICT PILOTS

### Reading Corners

Partnering with Pratham, National Book Trust, Eklavya to create reading corners in approximately 400 government primary schools from July 2018.

## RESEARCH DISSERTATION

Financial Sustainability of Municipal Council of Bhiwani based on opinion survey

# Charkhi Dadri

**A Newly Born**

The district of Charkhi Dadri, located in southern Haryana, is named after its headquarters that goes by the same name. The town was formed when the two villages, Charkhi and Dadri were combined to form a larger urban area. Oral history claims that the name 'Dadri' is derived from a lake called Dadar, full of dadur (frogs in Sanskrit). The district is famous for the Kapuri Pahari and for temples including the Rest House Mandir and Bala Wala Mandir. Charkhi Dadri is Haryana's newest district, formed in 2016. The famous gold medalist wrestler sisters Geeta Phogat and Babita Phogat hail from Charkhi Dadri District.

## DISTRICT STATISTICS

**AREA**
1370 sq.km

**POPULATION (2011 CENSUS)**
502276

**SUB-DIVISIONS**
Dadri, Badhra

**TEHSILS**
Dadri, Badhra,
Baund (Sub Tehsil)

**BLOCKS**
Dadri, Badhra,
Jhojhu, Baund

**MUNICIPALITIES**
Charkhi Dadri (Committee)

| | |
|---|---|
| 166 | GRAM PANCHAYATS |
| — | SEX RATIO AT BIRTH (2017) |
| 75.21% | LITERACY RATE |
| 634 | ANGANWADI CENTRES |
| 3 | COMMUNITY HEALTH CENTRES |
| 12 | PRIMARY HEALTH CENTRES |
| 78 | SUB-HEALTH CENTRES |
| 209 | GOVT. PRIMARY SCHOOLS |
| 50 | GOVT. MIDDLE SCHOOLS |
| 47 | GOVT. HIGH SCHOOLS |
| 62 | GOVT. Sr. SECONDARY SCHOOLS |

# Monitoring Mechanism for Pregnant Women & Newborn Babies

## Pramod Raturi

Low birth weight (LBW) babies are at risk and vulnerable to further health complications as compared to a baby born with normal weight. Current efforts to reduce maternal mortality and morbidity has improved the rate of child survival. Babies whose mothers died during the first six weeks of their lives have a lesser chance of survival. Attempts to reduce the number of babies born with low birth weights at the population level, in general, has met with little success. However, most deaths in moderately preterm babies and in those born at term but whose growth was restricted in-utero can be prevented with extra attention to warmth, feeding, and prevention or early treatment of infections.

The objective of the pilot is to ensure an increase in the compliance of visits and improvement in the quality of service delivered by the frontline healthcare workers (ASHA) for Antenatal care and home-based neonatal care so that infant and maternal mortality can be minimised. In order to achieve this, a simple tool was developed for the Block ASHA coordinator and ASHA facilitators who will monitor the visits to ensure the quality of service. There is no formal way to track and monitor the compliance and quality of service delivery given by ASHA. Further, the pilot aims to replace the *Kaanta* machine with digital machines in the labour rooms of PHCs and CHCs to curb the mortality rates; and timely monitor Low Birth Weight (LBW) babies trying to activate the existing home based post neonatal care portal of the district, so that data can be gathered for further analysis and impact evaluation.

At the district level, the entire process is under the observation of District ASHA Coordinator and Deputy Chief Medical Officer, Bhiwani within the structure of the National Health Mission (NHM). The tool has been rolled out in two blocks of the district and 500+ beneficiaries have been covered till date. The tool includes major parameters like the weight of newborn, time of initiation of breastfeeding, referral of LBW babies, visit compliance etc. which ultimately impacts the health of both the mother and child. The pilot requires no additional funding and hence, can be easily scaled.

The pilot was initially implemented in two blocks of the district and now it has been scaled up to all the blocks of Dadri as well as the neighbouring Bhiwani district in the near future. The pilot focuses on monitoring and supervision of ASHA workers by ASHA facilitators and Block ASHA coordinator. The District ASHA coordinator will drive the pilot by taking monthly reviews of all the block ASHA coordinators.

## OTHER DISTRICT PILOTS

### Single Window for the Specially Abled

This pilot is aimed at providing all services and schemes to all divyangs (specially abled) people, through a single window. This pilot is an initiative of the district administration of Charkhi Dadri.

## RESEARCH DISSERTATION

Assess the effectiveness of field monitoring of ASHA work

# Faridabad

## Industrial Jewel of Haryana
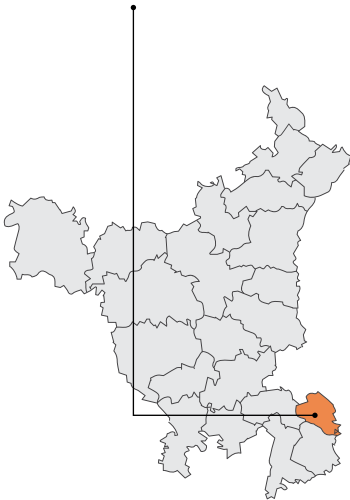
Faridabad is one of the leading industrial centres situated in the National Capital Region bordering the Indian capital New Delhi. It is known for the production of tractors, motorcycles, switch gears, refrigerators, shoes, tires and garments. Located 284 kms south of the state capital Chandigarh, it is the most populous city in the state of Haryana. The river Yamuna forms the eastern district boundary with Uttar Pradesh. The district is predominantly urban, and the city of Faridabad was included in the second list of the Government of India's Smart Cities Mission in May 2016. The Surajkund Mela, hosted by Faridabad every year, is the largest international crafts fair in the world and unique as it showcases the richness and diversity of the handicrafts, handlooms and cultural fabric of India.

## DISTRICT STATISTICS

**AREA**
2151 sq.km

**POPULATION**
1809733

**SUB-DIVISIONS**
Faridabad, Ballabgarh, Badkhal.

**TEHSILS**
Faridabad, Ballabgarh, Badkhal, Mohna (Sub-tehsils), Dayalpur (Sub-tehsils), Tigaon (Sub-tehsils), Gaunchi (Sub-tehsils), Dhauj (Sub-tehsils)

**BLOCKS**
Faridabad, Ballabgarh, Tigaon.

**MUNICIPALITIES**
Faridabad (Corporation).

| | |
|---|---|
| 116 | GRAM PANCHAYATS |
| 907 | SEX RATIO AT BIRTH (2017) |
| 82% | LITERACY RATE |
| 1296 | ANGANWADI CENTRES |
| 4 | COMMUNITY HEALTH CENTRES |
| 11 | PRIMARY HEALTH CENTRES |
| 57 | SUB-HEALTH CENTRES |
| 240 | GOVT. PRIMARY SCHOOLS |
| 40 | GOVT. MIDDLE SCHOOLS |
| 31 | GOVT. HIGH SCHOOLS |
| 59 | GOVT. Sr. SECONDARY SCHOOLS |

# Faridabad Education Council

## Khush Vachhrajani

In 2015, 70% of the approximately Rs.10 Crore invested by Corporate Social Responsibility (CSR) initiatives in Faridabad was dedicated to education. However, over the years, there were some fundamental gaps which were identified like the lack of common strategy for investment, poor coordination between the Government, industries and social organisations, and a lack of impact measurement and accountability. After a series of meetings with corporates, industries and the government bodies Khush Vachhrajani (CMGGA Faridabad) realised that there was a demand for a platform which can facilitate outcome driven, high impact and scalable interventions to improve the quality of education in the district. He imagined the Faridabad Education Council as the first step towards collective impact through strategic philanthropy as a backbone.

Faridabad Education Council (FEC) was launched by a coalition of business and government leaders, to complement the efforts of the Government and contribute towards the innovative development of projects in the district through private contributions (CSRs and philanthropy) to improve the quality of education.

Khush began by onboarding core team members to form an independent and autonomous organisation which would be registered under the Indian Trusts Act, 1882. Proposals have been called to set up a project management unit and a budget is in the process of being approved. It is anticipated that the project will need a funding of about 45 lakhs. In order to acquire the endorsement of the CM for the council,

Khush spearhead conversations with the CMO and the Saksham Haryana Cell to push forward an MOU. External organisations such as Sattva, Samhita and Central Square Foundation were also approached as there was a match in values, goals and core expertise between these organisation and the pilot. Khush designed the structure of the FEC to have a Programme Management Office for the council to run and manage operations, partnerships, fundraising and communication.

Once the council is formed and has all the necessary approvals, it aims to act as a funnel to channel resources from private organizations and individuals systematically and transparently. It will learn from successful programmes in the education sector undertaken across the country, bring in a fresh and unconstrained approach to problem solving, and rely on the expertise of the DC and experienced education sector professionals to execute outcome driven, scalable and high stake projects.

As the pilot was initiated only a few months ago, for it to reach fruition will require several more months and then the impact of the project can be assessed. Once the project's success is established, it can be scaled to other districts in Haryana since Haryana has 11 other districts with an annual CSR investments of more than Rs.2 Crore.

## OTHER DISTRICT PILOTS

**Learning League Faridabad**

A sports programme for girls to enhance emotional, social, and physical skills through training of trainers and field support to sports educators in schools. The nodal department for this pilot is the district Department of Education. This pilot costs approximately Rs.45 Lakhs..

## RESEARCH DISSERTATION

Faridabad Education Council - A collective impact case study (In collaboration with Akshita Jain, CMGGA Panipat)

# Fatehabad

**Nature's Abode**
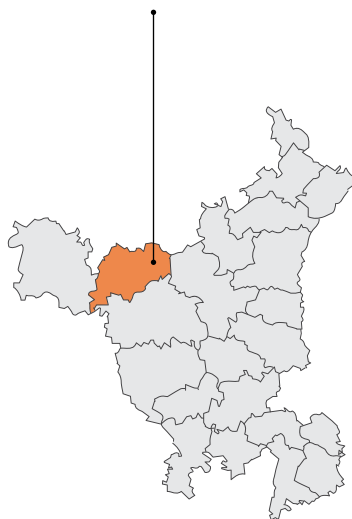


The district derives its name from the town founded by Firoz Shah Tughlak in the 14th century. He named it after his son Fateh Khan, as Fatehabad. The district was carved out of the district of Hisar on 15 July 1997. The discovery of Ashokan pillars at Hisar and Fatehabad shows that this area remained a part of Mauryan empire. National Highway 9 connects Fatehabad with Delhi and Punjab. Some attraction points in Fatehabad are Bhirdana, Firoz Shah Tuglak Laat, Tourist Park, Paphiha complex and Humayu Makbara.

## DISTRICT STATISTICS

**AREA**
2538 sq.km

**POPULATION**
942011

**SUB-DIVISIONS**
Fatehaba, Tohana, Ratia

**TEHSILS**
Fatehabad, Tohana, Ratia

**BLOCKS**
Fatehabad, Tohana, Ratia, Bhattu
Kalan, Bhuna,
Jakhal, Nagpur

**MUNICIPALITIES**
Fatehabad (Council), Tohana (Council),
Ratia (Committee), Bhuna (Committee),
Jakhal Mandi (Committee)

| | |
|---|---|
| **245** | GRAM PANCHAYATS |
| **909** | SEX RATIO AT BIRTH (2017) |
| **59%** | LITERACY RATE |
| **1094** | ANGANWADI CENTRES |
| **5** | COMMUNITY HEALTH CENTRES |
| **18** | PRIMARY HEALTH CENTRES |
| **131** | SUB-HEALTH CENTRES |
| **387** | GOVT. PRIMARY SCHOOLS |
| **87** | GOVT. MIDDLE SCHOOLS |
| **58** | GOVT. HIGH SCHOOLS |
| **93** | GOVT. Sr. SECONDARY SCHOOLS |

# Jaagruk Vidhyarti

Anju Arya

At present, India has a big youth population, comprising 64.4% of the total population. The government is making concerted efforts to provide employment to the youth through schemes such as Skill India, Make in India, and Start up India. However, there is a huge gap between the knowledge and skills that are being imparted in the schools and those that are required in the current job market; there remains a large number of educated youth who are unemployed. This problem is compounded by the fact that students from rural backgrounds are unaware of the existing job opportunities due to lack of relevant IT skills and resources to access these opportunities.

Anju Arya (CMGGA Fatehabad) observed that students from class 9th to 12th, who are at a particularly crucial stage in their academic careers, have no guidance or mentoring on what choices and opportunities are available to them. Their teachers, parents and peers are often ill equipped to give them the right advice as they themselves often don't have access to this information. To test this hypothesis she a conducted baseline assessment with the alumni of these schools who graduated from these schools about four years back. The baseline report concluded that almost 97% students did not receive any kind of career guidance or counselled by mentors. If they could be counselled & receive guidance at school level it could be helpful in their career path. The results showed that there was a dire need for career guidance and mentoring among these students.

Hence, the idea of "Jaagruk Vidyarthi", which means a student who is aware, was born. The aim of this pilot was to guide the students to realise their aspirations and

then support them in charting a plan to achieve these aspirations. Anju, reached out to career counsellor, Dinesh Nagpal from Lakshya Academy, who was then brought onboard after a scrutinous selection process. With his help, workshops were organised in schools for students of classes 9th to 12th on various career pathways, ways to improve confidence and how to access the opportunities that are available. It was important to work with the students to understand their constraints, their individual strengths and weakness before designing a plan for their future. This had a tremendously positive impact on the students confidence and clarity as they felt more empowered to make the right choices.

Further, a model of master trainers was developed by trained them with expert counsellor. Training sessions held for the masters trainers in the education department who will provide yearly guidance sessions to the students. The principals of the schools have also been trained by experts in areas of career guidance and ways to access opportunities for their students. In parallel, an information bank is being prepared by the administration in the form of a website where students and teachers can check for career opportunities and guidance on how to find and secure a job.

The pilot has been implemented in 36 schools in Fatehabad district so far and will expand to other schools of Fatehabad district in the near future. So far, the feedback for the programme has been positive from the teachers, parents and the students themselves.

## OTHER DISTRICT PILOTS

#### Community Reserve

An initiative to restore the habitats, both flora and fauna, on Panchayati land according to the Wildlife Protection Act 2002, section 36 C & 36 D which prescribes the declaration and management of a community reserve for wildlife conservation. This pilot has been implemented in coordination with the Forest Department.

## RESEARCH DISSERTATION

A Case Study on Perspectives of government teachers: Barriers to deliver quality education in classrooms in Government schools of Fatehabad district of Haryana

# Gurugram

**Haryana ka Gaurav**



The Cyber City, Gurugram, owes its name to the character of Guru Dronacharya from the epic Mahabharata. The city's economic growth story started with Maruti Suzuki India Limited establishing a manufacturing plant in the 1970s. Today, it generates 40% of the total revenue for Haryana. The city has grown at an astronomical pace in the past decade and continues to produce skyscrapers and industries. Gurugram has something for everyone - Leisure Valley, Damdama, Aravalli Biodiversity Park for the peace-loving, Museum of Folk and Tribal Art for the aesthetes and a roller coaster ride of flavours for the foodies out there!

## DISTRICT STATISTICS

**AREA**
1258 sq.km

**POPULATION (2011 CENSUS)**
1514432

**SUB-DIVISIONS**
Gurugram, Sohna, Pataudi

**TEHSILS**
Gurugram, Sohna, Pataudi, Wazirabad, Harsaru, Manesar, Badshahpur, Kadipur

**BLOCKS**
Gurugram Pataudi
Sohna Farrukhnagar

**MUNICIPALITIES**
Gurgaon (Corporation) Sohna (Council) Pataudi (Committee), Hailey Mandi (Committee), Farrukhnagar (Committee)

| | |
|---|---|
| **203** | GRAM PANCHAYATS |
| **901** | SEX RATIO AT BIRTH (2017) |
| **84.7%** | LITERACY RATE |
| **1033** | ANGANWADI CENTRES |
| **3** | COMMUNITY HEALTH CENTRES |
| **13** | PRIMARY HEALTH CENTRES |
| **76** | SUB-HEALTH CENTRES |
| **367** | GOVT. PRIMARY SCHOOLS |
| **89** | GOVT. MIDDLE SCHOOLS |
| **38** | GOVT. HIGH SCHOOLS |
| **85** | GOVT. Sr. SECONDARY SCHOOLS |

# Project Zindagi

## Gunjan Gehlot

According to the National Mental Health Survey of India 2015–16, one in every twenty people in India over the age of 18 have suffered from depression, and more than 80% of them have not received any treatment. The National Crime Records Bureau, India reports that students made up almost 7% of recorded suicides in 2015. The increasing number of cases of mental health illnesses has still not received due attention. Also, access to quality mental healthcare is severely limited, and the stigma related to psychological disorders further prevents people from seeking help. Some estimates suggest that there is just one psychiatrist for four lakh Indians. In fact, expanding access to community-based mental health care and to mental health services for children and adolescents has been identified as among the highest of global mental health priorities.

School, as a primary context for socialisation of children, is perhaps the most significant environment in which young lives unfold outside of the home. Project Zindagi, was initiated by the DC Gurugram and Gunjan Gehlot (CMGGA Gurugram) to create an appreciation for the psychological wellbeing of the government school students and make access to mental healthcare easy for them. The pilot aims to build capacities of teachers as barefoot counsellors, who will address mental health concerns at school level; create safe spaces in the schools; and a helpline 'Mera Dost', so that students can share their fears without any judgment.

After scrutinising several organizations, Manas Foundation was brought onboard, as the implementation partner, for their expertise and experience in the field. The first set of teachers have been identified, who will be trained by Manas foundation. The pilot will initiate the successive phases in the coming months once the funds become available. A committee has been formed under the Chairmanship of Additional Deputy Commissioner, which will ensure that the pilot is scaled up to all schools in the district. The State Project Director, Haryana School Shiksha Pariyojna Parishad will release funds in the next few months.

# OTHER DISTRICT PILOTS

### Safe Gaadi

Gender sensitisation training and professional behaviour will be imparted to commercial vehicle drivers who visit the inspection unit for their certificate of fitness.
Nodal Department: Transport Department
Funding Source: CSR

# Subsidised treatment to Economically Weaker Sections in Private Hospitals

## Arunima Chandra

Haryana Urban Development Authority (HUDA), under its 2008 Policy Guidelines, had provided land to three private hospitals, i.e., Fortis, Medanta, and Artemis, on the condition of providing free Out Patient Department (OPD) to the first 20% patients and 70% discount on In Patient Department (IPD) to any patient who belongs to the BPL Category, i.e., with monthly income less than Rs.5,000. However, compliance with this policy has been poor, as there is a general lack of awareness on the part of the beneficiaries, hospitals and the district administration. Some patients, aware of the policy, have claimed being denied the 70% discount. Given the high cost of treatment, accessing affordable and quality healthcare is difficult for people belonging to these economic backgrounds.

Arunima Chandra (CMGGA Gurugram) under the guidance of the DC Gurugram, devised a pilot to improve the current mechanism of provision of the facility of free OPD and 70% discounted IPD service to EWS and BPL patients at these three private hospitals. The pilot seeks to increase awareness about the existence of this facility amongst the masses so that more people can make use of it. It aims to increase compliance of this policy by other private hospitals in Haryana bound by this policy. It also aims to open new Generic Medicine stores at these three hospitals and provisions for free medicines from Civil Hospitals and PHCs. As an outcome of the pilot, Arunima hopes to formulate affordable treatment packages for BPL/EWS Patients and bring about policy changes in provisions which have become outdated and redundant.
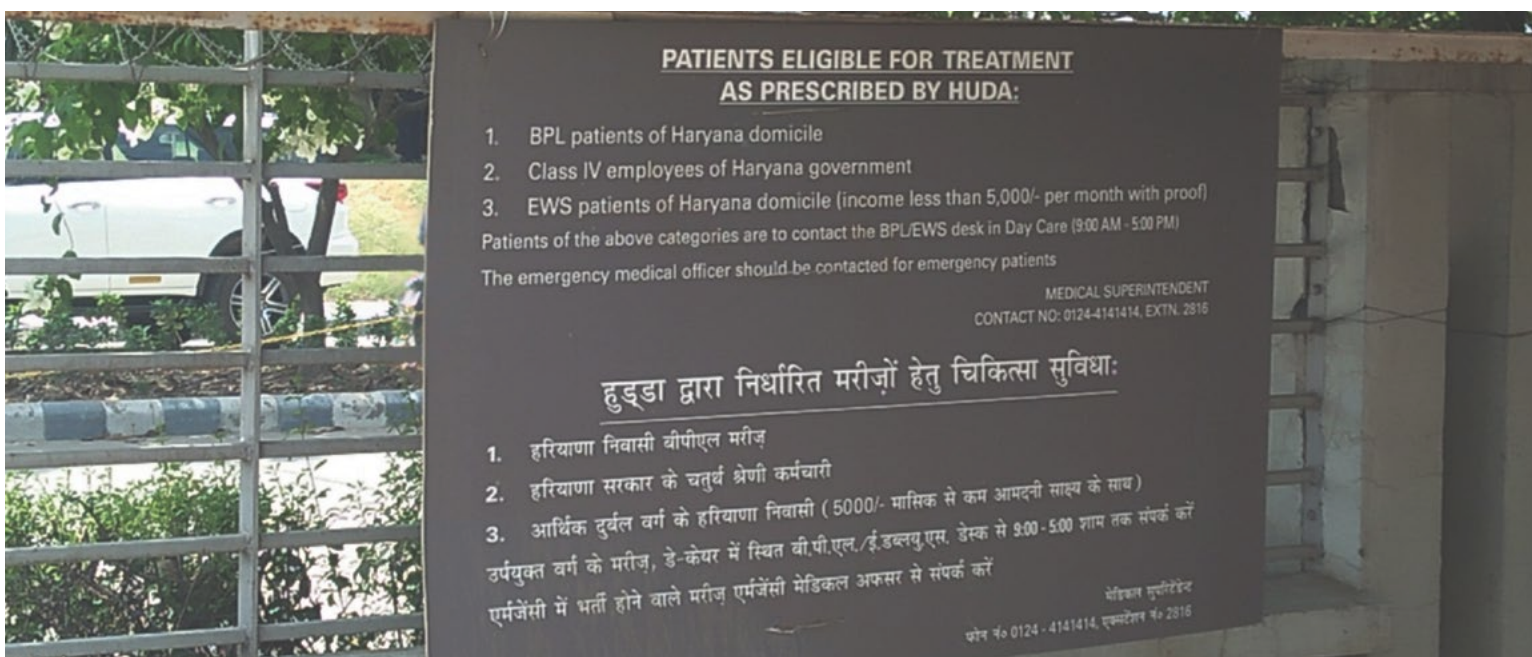
So far, as a result of the efforts of the pilot, increased compliance in policy has been observed in the three hospitals in the shape of special Help-Desks, flexes providing information of the policy, and provision of 70% discount on total bill of IPD patients. Some policy changes have occurred as well, the requirement of referral for OPD services was removed across Haryana and patients can now walk-in and avail the service without the need for a referral. It was also declared that maximum referrals for IPD were to be done by Civil hospitals so that more numbers of patients can be treated at Super-Speciality Hospitals. Dialogue has begun on formulating affordable treatment plans for patients from weaker economic backgrounds and there is agreement on the matter thus far among all involved.

The pilot is intended to be extended to other districts so that this policy could benefit as many patients as possible. A state level IT monitoring mechanism is under deliberation to increase transparency and regularise hospital reporting system.

## OTHER DISTRICT PILOTS

### Clean potable water in urban slums

Provision of clean drinking water in urban slums of Gurugram by setting up water treatment plants and water ATMs
Nodal Department: Municipal Corporation of Gurugram
Cost: ~ Rs.22 crores

## RESEARCH DISSERTATION

Key Learnings from Implementation of Solid and Liquid Waste Management in villages of Gurugram, Haryana, India



### गरीब मरीजों का करना होगा इलाज, प्रशासन सख्त

■ सस्ती दरों पर जमीन लेने अस्पतालों में भर्ती मरीजों की जांच

गुड़गांव, 17 अप्रैल (ब्यूरो): हुडा से सस्ती दरों पर जमीन लेकर गरीब मरीजों का इलाज करने संबंधी मामले में मंगलवार को शहर के कई अस्पतालों की जांच की गई। इस दौरान अस्पताल प्रबंधन को अधिकारियों द्वारा सख्त निर्देश दिए गए कि विभाग द्वारा भेजे गए या कोटे के तहत आने वाले मरीजों का हर हाल में इलाज करना होगा।

बता दें कि इसे लेकर जिला प्रशासन द्वारा हाल में ही 4 सदस्यों की एक कमेटी का गठन किया गया हैं। जिसमें एक अधिकारी हुडा, एक डीसी आफिस, एक स्वास्थ्य विभाग जबकि मुख्यमंत्री दस्ते की ओर से शामिल किए गए हैं। टीम में जिला उपायुक्त के प्रतिनिधि के रूप मे रेड क्रॉस सचिव श्याम सुंदर, स्वास्थ्य विभाग की सिविल सर्जन डा. रेनू सरोहा, के जिला प्रसासन की प्रतिनिधि की ओर से अरुणिमा

*जिला प्रशासन की टीम आर्टिमिस अस्पताल का जायजा लेते हुए।*

व हूडा के एक प्रतिनिधि ने शामिल थे। इस दौरान अधिकारियों ने अस्पताल में दाखिल किए गए मरीजों के दस्तावेज भी खंगाले व अस्पताल प्रबंधन को विशेष निर्देश भी दिए गए। जांच करने गई टीम अस्पताल संचालकों को निर्देश देते हुए बताया कि अस्पताल परिसर के चारो ओर प्रमुख स्थानों पर बड़े बड़े बीपीएल इलाज को लेकर बोर्ड लगाए जाए ताकि गरीब मरीजों को इसका लाभ मिल सके। रेड क्रास के सचिव श्याम सुंदर ने जल्द ही बाकी अस्पतालों का भी दौरा किया जाएगा। गरीबों के इलाज को लेकर बनाई गए नियमों को माना जाएं।

# Hisar

**The Fort city**

The city of Hisar, founded in 1354 A.D. borrows its name from the word 'fort'. It was here that the first evidences of the presence of early human settlements were discovered with the excavation of the sites of Agroha, Banawali and Kunal. Hisar features under the Mughal Empire, as the headquarters of the revenue division. As of June 2012, Hisar was India's largest manufacturer of galvanised iron. Textile and automobile industry are a major contributor to the economy. Hisar is home to the Chaudhary Charan Singh Hisar Agricultural University and the district boasts of a large number of livestock farms with the Central Livestock Farm, established in 1809 being one of the Asia's largest cattle farms.

## DISTRICT STATISTICS

**AREA**
3788 sq.km

**POPULATION**
1743931

**SUB-DIVISIONS**
Hisar, Hansi, Barwala, Narnaud

**TEHSILS**
Hisar, Hansi, Barwala, Narnaud, Bass, Uklana, Adampur, Kheri, Jalab (Sub-tehsil), Balsmand (Sub-tehsil)

**BLOCKS**
Hisar 1, Hisar 2, Hansi 1, Hansi 2, Adampur, Uklana, Narnaud, Agroha

**MUNICIPALITIES**
Hisar (Corporation), Hansi (Council) Uklana (Committee), Barwala (Committee), Narnaud (Committee)

| | |
|---|---|
| **308** | GRAM PANCHAYATS |
| **921** | SEX RATIO AT BIRTH (2017) |
| **81.04%** | LITERACY RATE |
| **1741** | ANGANWADI CENTRES |
| **10** | COMMUNITY HEALTH CENTRES |
| **38** | PRIMARY HEALTH CENTRES |
| **200** | SUB-HEALTH CENTRES |
| **505** | GOVT. PRIMARY SCHOOLS |
| **99** | GOVT. MIDDLE SCHOOLS |
| **121** | GOVT. HIGH SCHOOLS |
| **148** | GOVT. Sr. SECONDARY SCHOOLS |

# Naaritva

## Harshali Dalal

More than 300 million women and girls in India do not have access to safe menstrual hygiene products, endangering their health and well-being. Characterised by cultural taboo and superstition, menstrual health management remains a challenge in India till date. The main reasons for this are lack of awareness, lack of access to safe menstrual products and affordability. This leads to reproductive morbidity amongst women - many of them are hesitant to even talk about their hygiene. Then again, the myths and misconceptions surrounding menstruation in these parts of the country are not uncommon either.

The pilot, initiated in Hisar district of Haryana, aims to create a trained team of government and non-government employees, well versed with the facts and myths about menstruation, who would go to schools, colleges and panchayat meetings to educate women on menstrual hygiene management. In order to achieve this, first, a block-wise training of the selected trainers was conducted. The trainers received a fully equipped kit with information and articles about menstrual best practices. These trainers in-turn educated the general population on the topic, particularly the girls in government schools, government colleges, anganwadis and slums. It is a joint initiative of the Women and Child Development Department (WCD), Education Department, Health Department and Rural Development Department. While awareness is the most basic and essential aspect, the pilot also seeks to establish a production unit for biodegradable sanitary pads that would be operated by women from SHGs based on a revenue recovery model. This would not only provide employment to women but also make menstrual products easily available

in the area at affordable prices. Being executed in the leadership of the City Magistrate of Hisar, the pilot is being funded by the WCD along with the Self Help Groups under National Rural Livelihoods Mission (NRLM). The estimated cost of the pilot is about Rs.10.5 Lakhs.

So far, WCD has partnered with Vyomini Enterprises to train the trainers selected by the administration, make available the sanitary napkins and provide technical support in establishing the production unit in the district.  In the next two phases, the pilot will develop a self-sustainable production unit that gives employment and purpose to women in the SHGs. With consistent efforts and an annual plan in place, the hope is to create a well-trained and sensitised force of menstrual champions in each block to bust the myths around menstruation along with an enterprise with the SHGs to continue working towards the larger objective of affordable and accessible menstrual health products to promote  women's health.



## OTHER DISTRICT PILOTS

### Mini Libraries

To encourage reading amongst students of primary schools a mini-library have been created in 125 government primary schools with English story books, Hindi story books, activity books in Maths and Science and skill development books. This pilot is an initiative of the Department of Education of Hisar district, and costs approximately Rs. 5.48 lakhs.

## RESEARCH DISSERTATION

'Naaritva' an initiative of the District Administration of Hisar to promote Menstrual Hygiene Management among Adolescent Girls and Women in the district.

# Jhajjar

**Jhilmilata Jhajjar**

The district Jhajjar draws its name from a clay water container also known as 'Surahi'. Located only 50 kilometres away from national capital of New Delhi, Jhajjar is amongst the fastest developing districts of Haryana. Jhajjar is inhabited by Jats and Ahirs, who are mainly landholders and agriculturalists. Farmers majorly grow Bajra, Wheat, Mustard and Guavas. Jhajjar is also home to Bhindawas, a bird sanctuary, which is an abode to many migratory birds like Flamingos and local birds of the region. Dighal is one such village of the district where thousands of migratory birds from Russia, Europe, Afghanistan and China rest in the wetlands of the region.

## DISTRICT STATISTICS

**AREA**
1834 sq.km

**POPULATION (2011 CENSUS)**
958405

**SUB-DIVISIONS**
Bahadurgarh, Badli, Beri, Jhajjar

**TEHSILS**
Matanhail, Jhajjar,
Bahadurgarh, Badli, Beri

**BLOCKS**
Matanhail, Salhawas, Jhajjar,
Beri, Badli, Bahadurgarh

**MUNICIPALITIES**
Bahadurgarh, Beri, Jhajjar

| | |
|---|---|
| 250 | GRAM PANCHAYATS |
| 920 | SEX RATIO AT BIRTH (2017) |
| 80.8% | LITERACY RATE |
| 1132 | ANGANWADI CENTRES |
| 6 | COMMUNITY HEALTH CENTRES |
| 27 | PRIMARY HEALTH CENTRES |
| 126 | SUB-HEALTH CENTRES |
| 258 | GOVT. PRIMARY SCHOOLS |
| 53 | GOVT. MIDDLE SCHOOLS |
| 43 | GOVT. HIGH SCHOOLS |
| 133 | GOVT. Sr. SECONDARY SCHOOLS |

# Bal Rakshak-Strengthening Implementation of POCSO

## Nishita Banerjee

The Protection of Children from Sexual Offences Act (POCSO Act) 2012 was formed to protect children from offenses of sexual abuse, sexual harassment and pornography and to provide a child-friendly system for the trial of these offences. The Act makes reporting of sexual offences mandatory. However, in practise, these acts are rarely acknowledged, let alone reported. Even when the cases are reported, justice is rarely served. Alarmingly, there is a serious lack of awareness about the POCSO Act even among the stakeholders involved in implementation of the act such as the police department, healthcare department, education department and child protection unit. Naturally, there's a lack of conversation around child sexual abuse in schools by teachers which tends to be one of the bigger reasons for the lack of reporting such incidents and further, low rates of acquittal in Jhajjar.

Bal Rakshak aims to strengthen the implementation of the POCSO Act by reiterating the roles of stakeholders in ensuring safety of a child. To strengthen the implementation of the act, the child protection unit has formed Village Level Committees, which includes representatives from the departments of Police, Health, Education as well as Parents and PRI members, to increase reporting about the crime and to bring more awareness about child sexual abuse. The pilot aimed to facilitate awareness workshops for Police, Health, Teachers, and Child Protection Unit officers. A baseline test was conducted to assess the level of awareness and action that is currently being implemented before the workshops. The pilot also plans to introduce a curriculum in schools on child

sexual abuse and activate the already existent village level committees for better implementation of POCSO.

An external expert on the subject who works for an organisation called Tarshi, has been enlisted and is working on developing training manuals for the stakeholders. A sample educational kit has been purchased and approved by District Education Officer which will now be distributed to all schools, and the lesson plans according to the educational kit will be assessed with the aim to encourage discussions around child sexual abuse especially where Joyful Saturdays are being utilised by teachers for training students on child sexual abuse.  So far, one training with the Village level committee has been organised. 200 more will be trained in the next phase of the pilot.
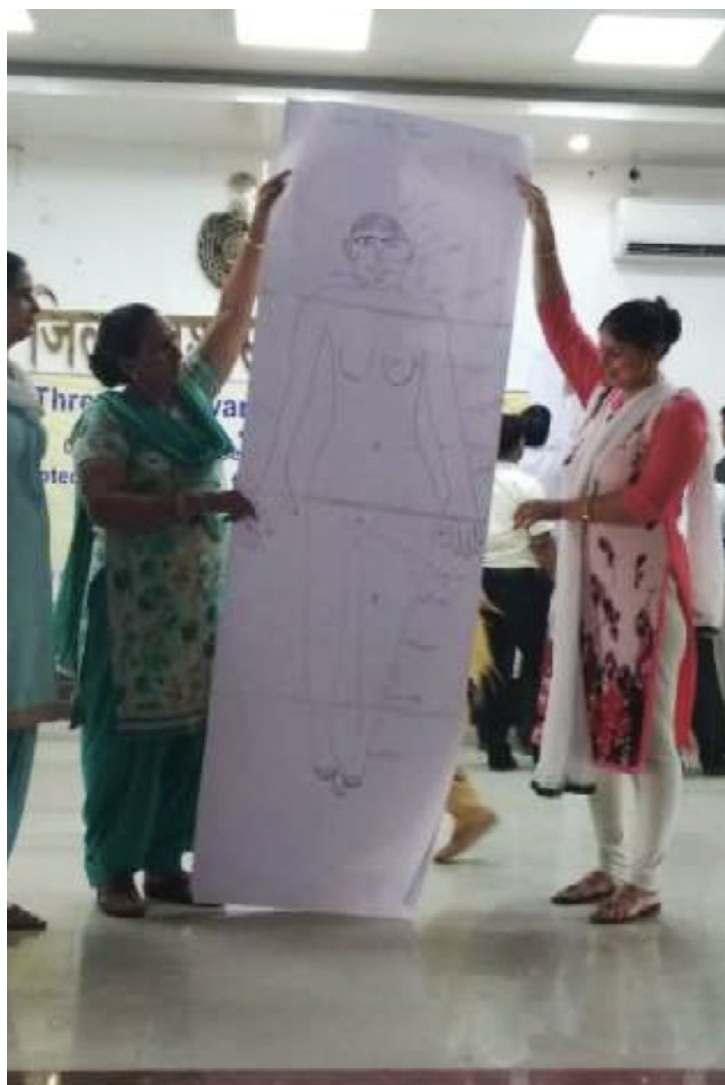
# Jind

**The Heart of Haryana**



J ind is one of the oldest districts in the state and was one of the last standing princely provinces of India. Jind's population is largely semi-urban, with a majority of its population involved in agricultural activities. A well-connected system of canals ensures support in the nourishment of the crops. Sugarcane and cotton are produced in good quantities. The district has good number of hatcheries and fishery too. Mythological belief is that the Pandavas of the Mahabharata used to stay in Jind. The Rani-Talab Mandir, situated in the centre of the district headquarters and Dhamtan Sahib in the Narwana sub-division are two popular tourist destinations.

## DISTRICT STATISTICS

**AREA**
2702  sq.km

**POPULATION (2011 CENSUS)**
1334152

**SUB-DIVISIONS**
Jind, Narwana, Uchana, Safidon

**TEHSILS**
Jind, Julana, Alewa, Safidon, Narwana, Uchana, Pillukhera (Sub-tehsil)

**BLOCKS**
Jind, Julana, Alewa, Safidon, Narwana, Uchana, Pillukhera, Ujhana

**MUNICIPALITIES**
Jind (Council) Narwana (Council) Julana (Committee) Safidon (Committee) Uchana (Committee)

| | |
|---|---|
| **301** | GRAM PANCHAYATS |
| **898** | SEX RATIO AT BIRTH (2017) |
| **71.44%** | LITERACY RATE |
| **1439** | ANGANWADI CENTRES |
| **6** | COMMUNITY HEALTH CENTRES |
| **27** | PRIMARY HEALTH CENTRES |
| **163** | SUB-HEALTH CENTRES |
| **432** | GOVT. PRIMARY SCHOOLS |
| **110** | GOVT. MIDDLE SCHOOLS |
| **99** | GOVT. HIGH SCHOOLS |
| **93** | GOVT. Sr. SECONDARY SCHOOLS |

# Public District Library

## Subhi Kesarwani

Jind is one of the most backward districts in Haryana. There are several reasons for that and one of them may very well be the limited spaces available for research, collaboration and innovation. For most of the people living here, the parameter of success is to secure a government or public sector job. Moreover, there was an underlying hopelessness in the local youth about job opportunities as many are unaware of the breath of opportunities available to them. Public libraries play an important role in people's lives as a source of accessing information and a place for knowledge creation. It has shown that public libraries are important informational, educational, cultural, and social institutions. But in Jind, this vital resource stays unutilised.

The primary reason for the gap is the lack of accountability from any one department and lack of proper guidelines to abide by. As a result, the library was a mismanaged resource without any dedicated people or funds for its maintenance. Despite this, it was observed that students would come to the library from long distances to study in a quiet place. Hence, rather than simply renovating the building, the library was to be upgraded into a holistic learning centre. The idea was to make it a model library equipped with modern features and to ensure the sustainability of efforts, a local management committee to be instilled. Inclusion of the public in the pilot brought a lot of ownership from the local people and, hence, the district administration.

The aim of the pilot was to channelise all the resources at the district level to get the Public District Library renovated for the local public. The resources required for the upgrade was generated from various heads and departments like D-Plan, PWD, MPLADS and DITS and the total cost of the pilot was estimated to be about 35 lakhs. The pilot also aimed to establishing a local management committee that would be accountable to maintain and promote the use of the facilities for educational purposes and, further, make the library self-sustained by organising events and activities and generating revenue from it.

In Jind, the efforts to revive the library was supported by the District Administration who took personal care to ensure that the work was done in-time. The Chief Secretary, Depinder Singh Dhesi, inaugurated the upgraded and fully furnished library on 2nd Feb,2018. The District Library Committee has been formed at the district level, and is notified by the DC and now lies with the department for registration as a body corporate. Some initiative has been taken to generate revenue by renting out the spaces of the library to private organisations for educational gatherings and there is a proposal to hold educational movie nights every Friday.

The pilot has now been scaled up and is being looked at as a model. The aim is to get a fully functional library in every district with a District Library Committee to ensure the maintenance and management of the Library which was announced by the Hon'able CM.

# OTHER DISTRICT PILOTS

### Decentralised Waste Management

A systematic and efficient effort to manage waste generated from ward no 14. After segregated waste was collected door to door it was brought to the sanitation park (a centralised collection centre), where further micro segregation and composting takes place. Recyclable waste is divided into 15 categories and sent off to respective traders, and hazardous waste goes to the incinerator machine. Nodal Department: Municipal Council Jind

### Young Women's Leadership Program

An initiative to empower teenage girls from the backward blocks of Jind, making the process of community service and mentoring instrumental. It'll be a year long series of weekly sessions with 1200 girls of Uchana block
Nodal department: Women & Child Development Department
Funding: Beti Bachao Beti Padhao IEC Funds

# Kaithal

### Kathaon ka sthal Kaithal
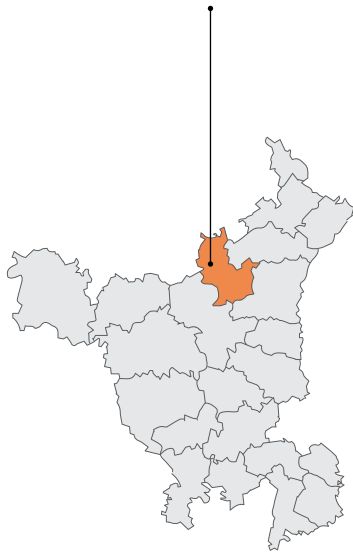
The name 'Kaithal' stems from Kapisthal – the birthplace of Kapi or Lord Hanuman. Kaithal has a rich and vibrant cultural history, stretching from the Harappan times to the modern era. Prominent Indus Valley sites like Polar and Balu are located in Kaithal, as are 50 'teerthas' or places of pilgrimage, such as the Phalgu Teertha and Kapil Muni Teertha, along with the tomb of Razia Sultan, who died is said to have died while fighting against the local Jats. Kaithal has a unique demography, with its Northern areas being inhabited by Punjabis and the Southern areas by Jats. Kaithal today is known for its agricultural cultivation, especially of Basmati rice.

## DISTRICT STATISTICS

**AREA**
2317 sq.km

**POPULATION (2011 CENSUS)**
1072861

**SUB-DIVISIONS**
Kaithal, Guhla, Kalayat

**TEHSILS**
Kaithal, Guhla, Pundri, Kalayat, Rajound (Sub-Tehsils), Dhand (Sub-Tehsils), Siwan (Sub-Tehsils)

**BLOCKS**
Kaithal, Guhla, Pundri, Kalayat, Rajound, Dhand, Siwan

**MUNICIPALITIES**
Kaithal, Pundri, Kalayat, Guhla, Rajound

| | |
|---|---|
| 277 | GRAM PANCHAYATS |
| 900 | SEX RATIO AT BIRTH (2017) |
| 69.2% | LITERACY RATE |
| 1264 | ANGANWADI CENTRES |
| 6 | COMMUNITY HEALTH CENTRES |
| 23 | PRIMARY HEALTH CENTRES |
| 144 | SUB-HEALTH CENTRES |
| 372 | GOVT. PRIMARY SCHOOLS |
| 74 | GOVT. MIDDLE SCHOOLS |
| 50 | GOVT. HIGH SCHOOLS |
| 100 | GOVT. Sr. SECONDARY SCHOOLS |

# Digi Shikshak

## Robin Keshaw

Most of the school dropouts in India cite 'lack of interest' as their reason for leaving the education system. The banality of classroom teaching leads to reduced interest of children in the school education. Many studies have pointed out that computer aided learning can expedite and enhance the learning experience of students. Further, the world is increasingly moving towards a technology driven approach and hence, it naturally makes sense to incorporate technology into our teaching practises. Thus, when Sarva Shiksha Abhiyan asked for innovative ideas to solve the issues in education, a proposal was sent to digitise classrooms. The proposal was selected and 26 lakhs in funds were granted for the pilot – Digi Shikshak, which was set to be implemented in 81 government schools of the Kaithal district of Haryana with the support of the Education Department.

Digi Shikshak's aim was to enable digital learning in classrooms through videos and animations. All the 81 schools were equipped with the necessary infrastructure, which included projectors, inverters and battery. A digital curriculum was curated by the resource persons for all subjects of grades 6,7 and 8. The digital curriculum was handed to the schools in a hard disk. Later, teachers and school principals were given multiple rounds of orientation to train them in using the Digi Shikshak curriculum effectively.

For the initial phase of the pilot, 81 schools were contacted which would impact approximately 300 teachers and 12,000 students. The pilot aims to reduce student dropout

rates, especially among girl students; it aims to enhance students' interest in academics and reduce absenteeism in the classroom. Ultimately, it is hoped that an environment for digital learning is created in Kaithal district where educators use the online resources effectively to enhance the learning levels of students.

Over time the impact of the pilot will be assessed using Monthly Assessment Tests (MAT) scores of the students, drop-out rates in the selected schools and spot surveys of students and teachers. Once the effectiveness of the pilot in these schools is established and demonstrated over the next few months, through improvements in students results there will be an organic growth for uptake of digital learning.



## OTHER DISTRICT PILOTS

**Gyaan Daan**

Creating systemic structures for career guidance in schools through volunteer professionals

**Project Dhruv (Individual mentorship to the students)**

Selected students from government schools are getting the counsel from individual mentors throughout telephonic conversation

## RESEARCH DISSERTATION

Analysis of effectiveness of CM Window grievance redressal system through citizen survey

# Karnal

**Karna ki Nagri**



Known as the city of the "Danveer Karna", it is believed that Raja Karna resided in the city of Karnal during the Mahabharata era. Many landmarks in the city are named after Raja Karna like the Karna Lake, Karna Stadium, Karna Park to name a few. The city is located midway between Delhi and Chandigarh on GT Road and therefore, offers easy access to its residents to the two cities. Karnal is also famous for its rice production and Taraori, a small city in the district, is known worldwide for its Basmati Rice export. Karnal upholds the true value of research by hosting many agriculture research Institutions like National Dairy Research Institute (NDRI), Central Soil Salinity Research Institute (CSSRI), Wheat Research Directorate, National Bureau of Animal Genetics Resources and the Sugarcane Breeding Institute.

## DISTRICT STATISTICS

**AREA**
1967 sq.km

**POPULATION (2011 CENSUS)**
1506323

**SUB-DIVISIONS**
Karnal, Indri, Gharaunda, Assandh

**TEHSILS**
Karnal, Gharaunda, Assandh, Indri, Nilokheri, Nissing (Sub-Tehsil), Nigdhu (Sub-Tehsil), Ballah (Sub-Tehsil)

**BLOCKS**
Karnal, Assandh, Nilokheri, Indri, Nissing, Munak, Gharaunda, Kunjpura

**MUNICIPALITIES**
Karnal (Corporation) Nilokheri (Committees) Taraori (Committees) Indri (Committees) Nissing (Committees) Assandh (Committees) Ghauranda (Committees)

| | |
|---|---|
| **382** | GRAM PANCHAYATS |
| **923** | SEX RATIO AT BIRTH (2017) |
| **74.73%** | LITERACY RATE |
| **1479** | ANGANWADI CENTRES |
| **7** | COMMUNITY HEALTH CENTRES |
| **24** | PRIMARY HEALTH CENTRES |
| **146** | SUB-HEALTH CENTRES |
| **488** | GOVT. PRIMARY SCHOOLS |
| **120** | GOVT. MIDDLE SCHOOLS |
| **69** | GOVT. HIGH SCHOOLS |
| **101** | GOVT. Sr. SECONDARY SCHOOLS |

# Promoting Early Childhood Education in Anganwadi Centres

## Shailiza Mayal

One of the responsibilities of the Anganwadi Centres is to provide preschool education (early childhood education–ECE), as mandated by the Ministry of Women and Child Development, to the children between the age group of 3–6 years who come to the centres. Due to lack of focus on ECE by the department, the Anganwadi has become a mere centre that provides food to the children. Shailiza Mayal (CMGGA Karnal) initiated this pilot to change this mindset by making Anganwadi Centres a place where education does not take a backseat and holistic development of a child can be tracked. The project is being funded by the WCD, Karnal and the District Project Officer (DPO), Integrated Child Development Services (ICDS) is the nodal officer for the project. Barefoot Edu Foundation is the external agency which worked pro bono on the project.

To understand the existing gaps in the implementation of the ECE policy in the Anganwadi Centres, a baseline study was conducted by the external agency. They conducted visits to the centres and held focus group discussions with the Anganwadi workers (AWWs) and supervisors to document the bare minimum resources available in the Centres with the workers, the knowledge of supervisors and workers regarding ECE, the time constraints faced by the workers, and other challenges highlighted by them. They also studied *Pehla Kadam*, the book provided to the supervisors and workers by the state department to help teach the children, to understand the defined curriculum of the state. This data was used to design a training workshop for 3 days where selected AWWs and Supervisors were trained on design thinking, basic teaching methodologies, cross linking activities, and child development indicators. 30 master trainers which included the selected AWWs and supervisors further trained 997 AWWs in 5 blocks of Karnal. Each AWW was also provided with a handbook (in Hindi) which summarised the topics covered in the training,

sample activities, and Child Assessment Trackers to track the development of each and every child.

After building the capacity of the workers, the next step was to develop a monitoring framework for the Child Development Project Officer (CDPO) and AWW Supervisors so that they can oversee the implementation of ECE in all the centres based on reliable data collected from the field. In collaboration with the external agency that conducted the capacity building sessions, parameters that would reflect the performance of the centres were developed. The three broad areas that were finalised to measure the impact were infrastructure of the Anganwadi, readiness of the centre, and readiness of the child. A mobile application for the supervisors was developed to record data on the above-mentioned parameters. The data is then analysed and represented in the form of reports. Their reports will help the officers plan their monthly mandatory visits to the centre and monitor ECE implementation as well. The supervisors were involved in every step of developing the app so that data collection is designed according to their understanding.

The project succeeded in increasing focus on pre-school education in the centres as the workers were better equipped with teaching methodologies and were continuously monitored on the parameters of ECE by the supervisors. The supervisors have shared their experiences of how the workers have started paying attention to the component of education in the centre. It will take some more time to get the results to understand the exact impact in terms of quantitative data. The success of the project is purely because of the level of alignment and the motivation of the DPO.

## OTHER DISTRICT PILOTS

### Women Sarpanch Capacity Building

Capacity building of women sarpanches in Karnal to increase their participation in panchayat works. This initiative is being supported by the Haryana Institute of Rural Development

### School Works Monitoring System – School MITRA

Designing a common monitoring platform for the District Administration to track the progress of infrastructure development works in schools allocated by various grant sources.
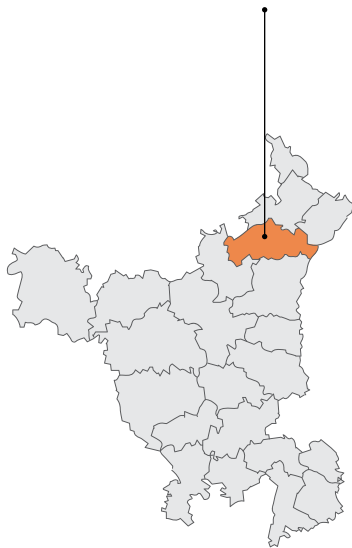
## RESEARCH DISSERTATION

Are reservations enough for empowering women in local governance? An analysis of the performance of women sarpanches in the Karnal district of Haryana

# Kurukshetra

Kurukshetra, known as the Land of the Bhagwat Gita, is a region named after King Kuru, the ancestor of Kauravas and Pandavas, as depicted in the epic of Mahabharata. The importance of the place is attributed to the fact that the Kurukshetra War of the Mahabharata was fought on this land and the Bhagvad Gita was preached here during the war. In most ancient Hindu texts, Kurukshetra is not a city but a region ("kshetra" meaning "region" in Sanskrit). Before the establishment of a refugee camp named Kurukshetra in 1947, Thanesar was the name of the Tehsil headquarters and the town. The Sthaneshwar Mahavar Temple, whose presiding deity is Lord Shiva, is believed to be the oldest temple in the vicinity. The boundaries of Kurukshetra correspond roughly to the central and western parts of state of Haryana and southern Punjab.

## DISTRICT STATISTICS

**AREA**
1682 sq.km

**POPULATION (2011 CENSUS)**
964655

**SUB-DIVISIONS**
Ladwa, Shahbad
Pehowa, Thanesar

**TEHSILS**
Ladwa, Shahbad
Pehowa, Thanesar

**BLOCKS**
Thanesar,Pehowa,Shahbad
Ladwa,Babain, Ismailabad, Pipli

**MUNICIPALITIES**
Thanesar, Pehowa, Shahbad

| | |
|---|---|
| **394** | GRAM PANCHAYATS |
| **924** | SEX RATIO AT BIRTH (2017) |
| **76.7%** | LITERACY RATE |
| **1075** | ANGANWADI CENTRES |
| **5** | COMMUNITY HEALTH CENTRES |
| **21** | PRIMARY HEALTH CENTRES |
| **117** | SUB-HEALTH CENTRES |
| **493** | GOVT. PRIMARY SCHOOLS |
| **299** | GOVT. MIDDLE SCHOOLS |
| **119** | GOVT. HIGH SCHOOLS & Sr. SECONDARY SCHOOLS |

# Mentorship For Government School Students

## Nilanjana Sen

When visiting government schools in Kurukshetra, Nilanjana Sen (CMGGA Kurukshetra) spent time with some of the students and realised the challenges these students face in continuing their education and developing skills that are important to their overall development as world-citizens. This realisation gave birth to the idea of piloting a mentorship programme for the students of class 11 across government schools in Kurukshetra. The decision to target class 11 students was based on discussions held with school principals, sessions with students of standards 9 to 12, and discussion with the education department. A need was felt to focus specifically on building emotional intelligence of students who were willing and came forward to be part of the mentorship programme. The students of standard 11 expressed the need for such a programme and were able to appreciate the value of the association with the mentee which would eventually be forged because of this programme. The main aim of the pilot was to give students access to successful, committed, and compassionate adults who would help them realise their potential and provide them with access to information that would otherwise not be available to them.

The pilot began with identifying schools that would be appropriate for the programme. 5 schools were identified in the Kurukshetra district based on the recommendation of the education department. The willingness of the school principals to participate in the pilot, and a good geographic distribution of the schools was taken into account while selected the schools. Following this, school principals were approached to gain permission to run the pilot with the students.

Upon successfully being granted permission and access to students of class 11, potential mentors were contacted. It was decided that ex-servicemen would be contacted for the role of the mentors as their values and commitment towards service to society matched the values of the programme. Women mentors, however, were approached from a variety of fields. Following the screening and shortlisting of mentors by Nilanjana from a pool of ex-servicemen and women, the mentors were introduced and connected with their mentees via phone calls. Mentors, though mostly from a particular field, were scattered all around the world. Mentors were given a structure in the form of conversation modules; however, the conversations were not bound by the questions. Mentors were required to have at least two phone calls with the mentees each month.

In three short months, the programme has facilitated a tremendous change in the mentees. Mentees reported feeling more confident and hopeful about their future. Their communication skills have improved and a large number of them have improved their computer skills as a result of using email to contact their mentors. They regularly access the computer and internet in their schools. They have been exposed to new career pathways and information about the world through their mentors. For instance, five students have applied to a career opportunity advertised by Siemens after receiving the information from a mentor and then circulating the information in the mentee circle.

The Mentorship pilot for the students of the government schools in Kurukshetra has not just given students access to a mentor but also given them hope and faith in their own abilities to break-out of their current situation and make a better life for themselves.

## OTHER DISTRICT PILOTS

### Wall Art for Change Across Police Stations in Kurukshetra

With the view to influence traditional police culture in the police stations an art project was conceptualised in consultation with the Superintendent of Police Abhishek Garg. To begin with, Nilanjana conceptualised the artwork, illustrated by, entirely on voluntary basis, members of civil society from district Kurukshetra at the Sadar police station located in Pipli.

## RESEARCH DISSERTATION

Functional separation of duties and introduction of shift system in Sadar Police Station.

# Mahendargarh

**A city of forgotten monuments**

Mahendragarh is one of the few district in India where the name of the headquarter town- Narnaul, is different from the name of the district. Narnaul was a town of great significance for Mughal and Maratha emperors, as it was the main halting town for them during their frequent travels from Jaipur to Delhi. In 2006, the Panchayat Raj Department identified Mahendragarh as one of the 250 most backward districts in the country. The local youth majorly aspire to secure government jobs. Agricultural activities are suffering due to lack of irrigation and water scarcity. The water table in Narnaul has dropped so low that Indian Government has put the area under Dark Zone.

## DISTRICT STATISTICS

**AREA**
1938 sq.km

**POPULATION ( 2011 CENSUS)**
921680

**SUB-DIVISIONS**
Narnaul, Mahendragarh and Kanina

**TEHSILS**
Narnaul, Mahendragarh, Kanina, Ateli (sub-tehsil),
Nangal Choudhary (sub-tehsil)

**BLOCKS**
Narnaul, Mahendragarh, Kanina, Ateli,
Nangal Choudhary, Shima and Satnali

**MUNICIPALITIES**
Narnaul, Mahendragarh, Kanina,
Ateli and Nangal Choudhary

| | |
|---|---|
| **344** | GRAM PANCHAYATS |
| **881** | SEX RATIO AT BIRTH (2017) |
| **80.8%** | LITERACY RATE |
| **1201** | ANGANWADI CENTRES |
| **7** | COMMUNITY HEALTH CENTRES |
| **18** | PRIMARY HEALTH CENTRES |
| **135** | SUB-HEALTH CENTRES |
| **474** | GOVT. PRIMARY SCHOOLS |
| **131** | GOVT. MIDDLE SCHOOLS |
| **45** | GOVT. HIGH SCHOOLS |
| **101** | GOVT. Sr. SECONDARY SCHOOLS |

# Thada Haryana

## Ashish Vikram

Malnutrition has been a major problem in children between 0-5 years in Mahendragarh due to a high rural population (85%). The aim of Thada Haryana, strong Haryana, is to curb malnutrition in children enrolled in Anganwadi centres in Mahendragarh district of Haryana, by bringing children in Severe Acute Malnutrition (SAM) category to Moderate Acute Malnutrition (MAM) or even better out of malnourishment altogether and by educating parents about the types and levels of malnutrition among children and types of nutrition required for a child development. The pilot has three essential components awareness creation, medical support and nutritional support.

To create awareness, camps were organised at the block level for parents and children, where information on a child's nutritional requirement was given to the parents and anganwadi workers. Simultaneously, the children were assessed by the Ayush doctors under the RBSK scheme of the health department to monitor the status of childs progress. At the time of assessment if the doctor prescribes medication, parents are given iron and multivitamin tablets for their children with instructions on how to use them. In the nutritional support component, Ready to Use Therapeutic Food (RUTF) is going to be given to the identified SAM children under the pilot for a time period on two months as per the UNICEF guidelines.

Assessment and nutritional awareness camps were arranged in each block after every two months to check the progress of the child health. In total 120 children were identified in the whole district under the pilot in six blocks under

WCD. So far, the sample study for palatability of RUTF has been completed with 3 children and documentation for procurement of RUTF is under process. Assessment and awareness camps have been organised in all 6 blocks where parents were given information about the nutritional requirements of children and were also given a demonstration on how to prepare nutritionally packed food with local ingredients. In between assessment camps anganwadi workers and supervisors were instructed to do home visits of these children to check on the efforts done the parents and caretaker of these children. They were asked to cook pre-suggested dishes for their children.

The RUTF initiative was initiated on 6th April with 20 SAM children of Nangal Choudhary Block. It was a two month long initiative. The children were assessed once, in the middle of the initiative on the 6th of May 2018, and once again towards on the 6th of June 2018. Following this concrete data was collected for ensuring scalability of the pilot.

After the RUTF palpability study is concluded and the success is measured, the pilot will be presented to the district administration for further approvals to scale the project.

## OTHER DISTRICT PILOTS

### Drive Against Child Marriage

To stop malpractice of child marriage in Nangal Choudhary block of district Mahendragarh.
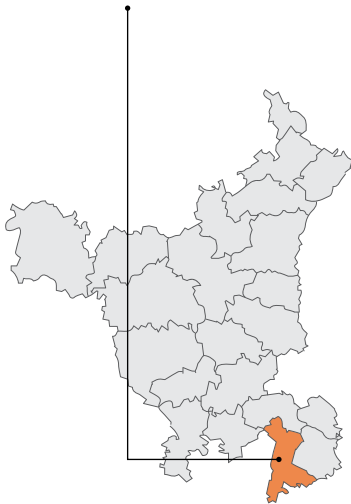Nodal Department: Women & Child Development

## RESEARCH DISSERTATION

Micro Finance Facilities and Awareness level of the people about Micro Finance in Mahendragarh, Haryana

# Nuh

**The Aspirational District!**

Nuh (previously Mewat) was carved out of the districts of Gurugram and Faridabad in 2005. It is often perceived to be one of the most backward districts of Haryana. As compared to other districts in Haryana, a majority of Nuh's population is Muslim. The predominant economic activity in the district is agricultural, with increasing efforts to leverage the industrial growth of its neighbouring districts - Gurugram and Faridabad. Health and education schemes are a priority for the district administration of Nuh. In 2018, the Government of India, chose Nuh as one of the 101 Aspirational Districts in the country.

## DISTRICT STATISTICS

**AREA**
1507 sq.km

**POPULATION (2011 CENSUS)**
1089263

**SUB-DIVISIONS**
Punhan, Nuh, Tauru
Firozpur, Zhirka

**TEHSILS**
Nuh, Tauru, Punhan,
Zhirka, Nagina (Sub-tehsil)

**BLOCKS**
Indri, Pingwa, Punhan,
Nuh, Tauru, Nagina, Zhirka

**MUNICIPALITIES**
Nuh, Tauru, Zhirka Punaha

| | |
|---|---|
| **317** | **GRAM PANCHAYATS** |
| **908** | **SEX RATIO AT BIRTH (2017)** |
| **71.96%** | **LITERACY RATE** |
| **1150** | **ANGANWADI CENTRES** |
| **3** | **COMMUNITY HEALTH CENTRES** |
| **24** | **PRIMARY HEALTH CENTRES** |
| **96** | **SUB-HEALTH CENTRES** |
| **479** | **GOVT. PRIMARY SCHOOLS** |
| **253** | **GOVT. MIDDLE SCHOOLS** |
| **34** | **GOVT. HIGH SCHOOLS** |
| **55** | **GOVT. Sr. SECONDARY SCHOOLS** |

# Skill Development Center

Mohit Soni

Mewat reports rampant unemployment while at the same time there is a dire need for skilled labour in the job market in the area. Despite an adequate number of youth with a minimum level of education, employment remains a challenge due to the skill gap. Compounding the problem is that fact that whatever little number of youth complete their education and acquire the necessary skills migrate to cities in the hope of a better life.

Despite being a part of the NCR region, Nuh is rather underdeveloped and lacks facilities like good schools and colleges which contributes to the unemployability of the youth. Thus, the idea came about to teach skills to the youth which would make them employable. Various organisations like Yuva Healthcare, Tata Institute of Social Sciences (TISS), Haryana State Electronics Development Corporation (HARTRON), Haryana Knowledge Corporation (HKC), Maruti and MMTC were approached to come onboard to train the youth in various skills across diverse sectors.

So far, the youth has been trained in IT skills, healthcare, fashion design, among others. A special skill centre called the 'Kaushal Kendra' was opened with the aim to train women in various skills. The centre has over a thousand women enrolled and being trained. These efforts have been able to help over 500 youth get jobs in the district in the past year. The pilot aims to expand its training to include more skills so that it can be scaled to other parts of the district and state as well.

## OTHER DISTRICT PILOTS

**Desi Murgi Poultry Farm**

Establishment of poultry farms to provide livelihood options for uneducated women of Nuh. The goal is to establish 30 poultry farms.
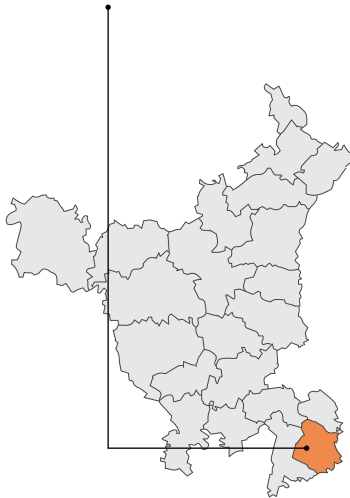Nodal Department: District Program Manager, Haryana Rural Livelihood Mission

**Coaching and Career Guidance Center**

An initiative to support engineering and medical studies aspirants from the city of Mewat.
Nodal Department: Bal Bhavan and Mewat Development Agency (MDA)

# Palwal

**Poised for Growth**



Palwal is the 21st district of Haryana with Palwal city being the headquarters of this district. The city is situated at a distance of 60 kms from the national capital of New Delhi. It is a place of great antiquity, and supposedly figures in the earliest Aryan traditions under the name of Apelava, part of the Pandava kingdom of Indraprastha. The Palwal Railway Station is a place of historical significance as it is from here that Mahatma Gandhi was arrested for the first time in 1919. In 1942 the Quit India movement saw tremendous support from Palwal. The district is poised for tremendous growth in the upcoming years, given its pivotal position in the Kundli-Manesar-Palwal expressway (under construction) and proximity to the proposed Jewar airport.

## DISTRICT STATISTICS

**AREA**
1359 sq.km

**POPULATION (2011 CENSUS)**
1042708

**SUB-DIVISIONS**
Palwal,
Hodal, Hathin

**TEHSILS**
Palwal, Hodal
Hathin, Hassanpur

**BLOCKS**
Palwal,
Hodal, Hathin

**MUNICIPALITIES**
Palwal, Hathin,
Hodal

| | |
|---|---|
| **260** | **GRAM PANCHAYATS** |
| **914** | **SEX RATIO AT BIRTH (2017)** |
| **70.32%** | **LITERACY RATE** |
| **1120** | **ANGANWADI CENTRES** |
| **4** | **COMMUNITY HEALTH CENTRES** |
| **16** | **PRIMARY HEALTH CENTRES** |
| **92** | **SUB-HEALTH CENTRES** |
| **360** | **GOVT. PRIMARY SCHOOLS** |
| **147** | **GOVT. MIDDLE SCHOOLS** |
| **48** | **GOVT. HIGH SCHOOLS** |
| **55** | **GOVT. Sr. SECONDARY SCHOOLS** |

# The SUPER Village Challenge

## Abhinav Vats

The Super Village Challenge creates a unique trinity of interests between the agents identified and establishes a synchronised incentive structure. In order to multiply impact across several development areas and to push for speedier implementation, adopting a gamification model that rewarded top performing villages through grants was the most optimal method that could potentially generate rapid results in a short period of time.

The success of any rural development scheme rests largely on the efficacy of three important agents, a village sarpanch, district nodal officer of the scheme and the agent of change for a department at the village level (e.g. Anganwadi worker for WCD schemes). The problem in ensuring the synergy between them was the staff crunch which all departments at the district and block level faced, which hindered the timely delivery of many of the existing rural development schemes and also affected their quality. Thus, there was a need to create a 'synchronised incentive structure' that could align the interests of all the agents involved.

The 'SUPER' (S-Smart, U-Unique, P-Perfect, E-Enterprising, R-Role model) village challenge aims at using a competitive framework to encourage rural development across multiple development areas in the Palwal district of Haryana. The competition is primarily targeted at village sarpanches to push speedier implementation of development projects at the village level. Each development area has a set of clearly defined parameters that have tasks. Successful completion of these parameters generates points for the gram panchayat (GP) and Rs 1.5 crore has been reserved from D-Plan fund and the top performing GPs at block and district orders will be given work orders. The entire competition happens digitally on a portal and has over twenty development parameters on which the villages are

evaluated, these are critical for driving improvements in several flagship PM and CM initiatives at village level such as SBM, ODF+ (rural), B3P, Skill development etc. The project is being funded by the District Rural Development Agencies (DRDA) and the total cost of the pilot was around 2.2 crores.

It was planned that to assess the impact of the pilot, outcomes achieved (across parameters) during SVC would be compared with the outcomes that existed before the project was initiated using a 'before' and 'after' impact analysis. A leadership dashboard was also put in place that would track the progress of each participating village on a real-time basis.

As a result of the pilot, 260 gram panchayats were declared 'Polythene free' by district DRDA department, over a 100 new women SHGs were formed, over a 100 *vaachanalyas*, (community reading spaces) for men and women were established, over a 100 schools and Anganwadis (combined) have seen visible infrastructural improvements, over 5,000 new students were registrations under the Pradhan Mantri Gramin Digital Saksharta Abhiyan PMGDISHA scheme and over 50 entrepreneurship awareness camps (EAPs) under Rural Self-Employment Training Institute (RSETI) scheme were organised with a cumulative participation of over 2,700 rural unemployed youth with 200 already enrolled for a training courses under RSETI.

With all the success the pilot has had so far, the operating model of SVC was integrated into the inaugural 7-star village scheme and scaled across Haryana. A state-wide launch of the initiative is critical to use the mission mode framework to fill inclusion gaps in several development areas across the state. The model is also a potential case method for Haryana to demonstrate leadership in using competitive federalism tools to drive impact at scale.



# OTHER DISTRICT PILOTS

### Multiplying Institutional Access for People (MILAP)

Project MILAP aims at creating an integrated smart dashboard that helps map a set of young female population to- a) certain schemes that span across different stages of life (i.e. at birth, at school) and b) certain vaccines those are critical in the first year of birth. It is envisioned that targeted outreach to families of beneficiaries through SMS will help change the system of service delivery from conventional 'demand orientation' to 'supply orientation'.

Nodal Department: Department of Health and Department of Women & Child Development

# RESEARCH DISSERTATION

Applying competitive federalism to push policy implementation for rural development at district and sub-district levels: The case of 'SUPER Village Challenge' in Palwal district, Haryana, India

# Panchkula

**The hills of Haryana aren't a mirage**

A mere 22 years old, the district of Panchkula was named after the five kuls or canals built in the area during the medieval period. A living example of convergence of cultures, the district of Panchkula exhibits a combination of cultures from Haryana, Punjab and Himachal Pradesh. The meticulously planned city of Panchkula, is known to provide the finest of services in the state of Haryana. An amalgamation of rural and urban environments and populations, Panchkula offers numerous attractive spots for tourists, including the famous Mansa Devi temple, the Morni Fort, Tikkar Taal and the Pinjore Gardens among many more.

## DISTRICT STATISTICS

**AREA**
898 sq.km

**POPULATION (2011 CENSUS)**
561293

**SUB-DIVISIONS**
Panchkula, Kalka

**TEHSILS**
Panchkula, Kalka, Barwala,
Morni, Raipur Rani

**BLOCKS**
Pinjore, Raipur Rani,
Barwala, Morni

**MUNICIPALITIES**
Panchkula (Corporation)

| | |
|---|---|
| 128 | GRAM PANCHAYATS |
| 910 | SEX RATIO AT BIRTH (2017) |
| 81.88% | LITERACY RATE |
| 534 | ANGANWADI CENTRES |
| 2 | COMMUNITY HEALTH CENTRES |
| 8 | PRIMARY HEALTH CENTRES |
| 46 | SUB-HEALTH CENTRES |
| 275 | GOVT. PRIMARY SCHOOLS |
| 80 | GOVT. MIDDLE SCHOOLS |
| 18 | GOVT. HIGH SCHOOLS |
| 45 | GOVT. Sr. SECONDARY SCHOOLS |

# Neev: Surakshit Bachpan Surakshit Desh

## Kritika Choudhary

Children form one of the most vulnerable groups in the country. According to the National Crime Records Bureau (NCRB) reports, crime against children has increased fourfold over two years, from 89,423 in 2014 to 1, 05,785 in 2016. The Prevention of Children from Sexual Offences Act (POCSO) was formulated in 2012 to protect children from offences of assault, sexual harassment and pornography. However, the reality is different. Reports suggest that the conviction rate in the national capital for the year 2016 was less than 20%. Haryana on the other hand, had a conviction rate of 15% in the first half of 2017. During the first week of CMGGA Programme in Panchkula, DC took steps to focus on implementation of POCSO in the district. In July 2017, the pilot called Neev: Surakshit Bachpan, Surakshit Desh (Foundation: Safe Childhood, Safe Country) was initiated in Panchkula.

Till the month of July 2017, the conviction rate for the state of Haryana in POCSO cases was merely 15% whereas appeal rate was only 10%. Through several meetings with the District Child Protection Officer (DCPO), we identified improved documentation and inter-departmental coordination as essential to improving conviction rates within the POCSO Act.

The first step was to develop a standard of documentation, or proforma, for all cases and maintain individual case files with all necessary documents; which made it easier for the DCPO to follow up on cases in Panchkula. To develop the proforma, CMGGA Panchkula received help from the B3P cell at the state government, whose mandate it is to ensure the implementation of all schemes and programmes that benefit the girl child.

As a result, in the two months after the initiative began, there was not a single acquittal in the POCSO cases in Panchkula. With the initial success, demonstrated in Panchkula district, the pilot was gradually scaled up in other districts. The proformas were shared and workshops were held between the three departments. CMGGAs supported the Deputy Commissioners in scaling up the pilot across the districts, by ensuring follow up and problem solving. By the month of February 2018, a total of 10 districts were covered and the efforts were finally showing fruitful results. The conviction rate for the state of Haryana had increased from 15% in July 2017 to 35% in March 2018 while the acquittal rate had risen from 2% in July 2017 to 29% in May 2018. Neev enabled CMGGA Panchkula to drive and implement changes at the ground level in a very strategic manner. It served as a reminder of the opportunity given to us as CMGGAs to be a catalyst in the system.



# OTHER DISTRICT PILOTS

### Aashraya

Rehabilitation of homeless dogs and creating a more balanced ecosystem. This pilot is an initiative of the Municipal Corporation of Panchkula, and costs approximately Rs. 5 – 6 crores.

# RESEARCH DISSERTATION

Implementation of POSCO Act in Haryana: a pilot project to explore and smoothen interdepartmental functioning in the state

# Panipat

**Historic and modern, with exponential growth**



Panipat is a historic city of foremost importance after Delhi and is situated near the banks of the river Yamuna. It is positioned on the higher ground made up of the wreckage of earlier settlements. It is believed that before the battle of Mahabharata, Panipat was one of the five villages demanded by Pandavas from Duryodhana. Also, the initial canto of the Bhagavad Gita probably refers to Panipat as the famous Dharmakshetra. Panipat is most famously known for the Third Battle of Panipat (1761), where the Maratha Empire's expansion to the northern parts of the Indian peninsula was halted. Panipat is popular in the country by the name of 'City of Weavers' and is the largest centre for production of Shoddy Yarn. Blankets which are prepared using handloom and power loom are distributed amongst soldiers. Panipat has many tourist spots, including the battlegrounds where the three world renowned battles of Panipat were fought.

## DISTRICT STATISTICS

**AREA**
1268 sq km

**POPULATION (2011 CENSUS)**
1809733

**SUB-DIVISIONS**
Panipat, Samalkha

**TEHSILS**
Panipat, Samalkha, Israna,
Bapoli and Madlauda

**BLOCKS**
Panipat, Samalkha, Israna, Bapoli
and Madlauda, Sanoli Khurd

**MUNICIPALITIES**
Panipat (Corporation),
Samalkha (Committee)

| | |
|---|---|
| 175 | GRAM PANCHAYATS |
| 945 | SEX RATIO AT BIRTH (2017) |
| 75.94% | LITERACY RATE |
| 1048 | ANGANWADI CENTRES |
| 3 | COMMUNITY HEALTH CENTRES |
| 19 | PRIMARY HEALTH CENTRES |
| 90 | SUB-HEALTH CENTRES |
| 243 | GOVT. PRIMARY SCHOOLS |
| 54 | GOVT. MIDDLE SCHOOLS |
| 121 | GOVT. HIGH SCHOOLS |
| 95 | GOVT. Sr. SECONDARY SCHOOLS |

# Anaemia Free Campaign

## Akshita Jain

Under the B3P program, a Government of India campaign to save and educate the girl child, a lot of attention has been given to improving the Sex Ratio at Birth (SRB) in Haryana. However, to implement B3P in its true spirit, it is essential to focus on women's health. Anaemia is highly prevalent in women in India and is often overlooked as a major health problem. The instance of anaemia in women of Haryana has increased over the last decade, with over 70% of youth aged between 10 and 19 found to be anaemic. As a first step towards improving maternal health, it is important to bring focus on anaemia and work to create awareness about it.

The Anaemia Free Campaign aims to identify anaemic females, take measures to increase their haemoglobin levels and ensure compliance with the prescribed treatment. It is being implemented in the Panipat district of Haryana and was funded by the Women & Child Development department and Indian Medical Association (IMA). IMA was brought onboard for medical assistance and the testing equipment. AWWs, ANMs and ASHAs assisted with the mobilisation and implementation of the pilot. A total of 13 villages, with six in Phase 1 and seven in Phase 2, were selected as the unit of intervention where all females in the age group of 6 months to 50 years were tested for their Haemoglobin levels. Following the test, through community participation and regular counselling, they were educated about the effects of anaemia and its health implications. Women were encouraged to comply with the treatment and get themselves regularly tested.  Re-tests were done in about 2 months in 6 villages and the treatment was revised based on the need and Saksham Yuwas helped with the monitoring of the programme.

So far, as a result of the efforts of the stakeholders involved, an increase of approximately 1.2 gm per 1000 ml on an average was observed in the females who were re-tested. A total of 4740 women have been tested so far. Although the pilot needs a longer runway before its effects can be truly measured and appreciated, the results so far have been promising. A roadmap is being put in place to ensure that the pilot can be scaled up to other districts in the state so that many more women can be reached through the intervention and also to make women's health an important agenda with the government officials.



# OTHER DISTRICT PILOTS

**Project Prayas**

Integrating 300+ children who were out of mainstream education system and engaged in child begging and rag picking with schools and Anganwadis
Nodal Department: Women & Child Development

**Smart Attendance System**

Providing information to parents about their children's attendance through an SMS.
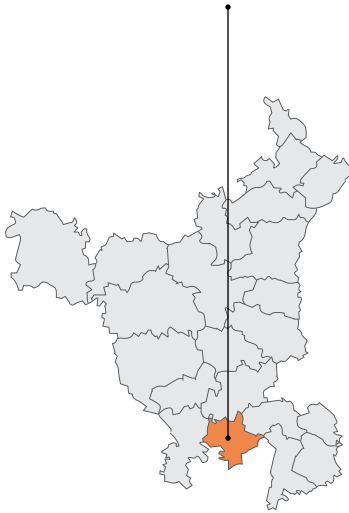Nodal Department: Department of Education

# RESEARCH DISSERTATION

Faridabad Education Council - A collective impact case study (In collaboration with Khush Vachhrajani, CMGGA Faridabad)

# Rewari

**The martyrs' land**



Rewari gets its name from 'Rewa Wadi' or the city of Rewa, a princess during the Mahabharata. It was accorded the status of a district by the Government of Haryana on November, 1, 1989. Rao Tula Ram, the ruler of Rewari, played a significant role in India's First War of Independence in 1857. Rewari continues to be known for the high proportion of soldiers and officers it contributes to the Indian army. Rewari is also known for its Tilla juttis (ornamental shoes) and brass art. The world's largest production of motorcycles is in Hero Moto Corp. Dharuhera plant of Rewari.

## DISTRICT STATISTICS

**AREA**
1594 sq.km

**POPULATION (2011 CENSUS)**
900332

**SUB-DIVISIONS**
Rewari,
Bawal, Kosli

**TEHSILS**
Rewari, Bawal,
Kosli

**BLOCKS**
Rewari, Bawal, Kosli,
Nahar, Dahina, Jatusana

**MUNICIPALITIES**
Rewari, Bawal,
Dharuhera

| | |
|---|---|
| 358 | GRAM PANCHAYATS |
| 893 | SEX RATIO AT BIRTH (2017) |
| 80.99% | LITERACY RATE |
| 760 | ANGANWADI CENTERS |
| 5 | COMMUNITY HEALTH CENTERS |
| 18 | PRIMARY HEALTH CENTER |
| 112 | SUB HEALTH CENTERS |
| 405 | GOVT. PRIMARY SCHOOLS |
| 98 | GOVT. MIDDLE SCHOOLS |
| 56 | GOVT. HIGH SCHOOLS |
| 93 | GOVT. Sr. SECONDARY SCHOOLS |

# Nanhe Kalam

Mridul Dhar

The average percentage of government school students in Jawahar Navodaya Vidyalaya, Rewari has been merely 10% of the 80 seats in the last three years. Further, the current system of invigilation for the Jawahar Navodaya Vidyalaya (JNV) test has several pitfalls with headmasters, parents and also the staff of JNV claiming that teachers have been seen helping students during the exam.

The project, Nanhe Kalam, aims to increase the accessibility of government school students to JNV by analysing and enhancing the learning levels of selected grade 5 students from government schools. The aim of the intervention is manifold. It works on the cusp of community participation and institutional reform by encouraging local entrepreneurs from SRF Foundation, which is led by enthusiastic young people of Rewari who have chosen to come back to their homeland and contribute towards improving the education system in the district, to facilitate the training of the unemployed youth of Rewari who aspire to become teachers. Once trained, the youth will in-turn train the 300 selected students who hope to crack the prestigious Jawahar Navodaya Vidyalaya entrance test. The intervention will give the local entrepreneurs a platform to partner with the district administration; it will provide internships to the unemployed youth in the district and help the 300 students improve their learning outcomes and have a fair shot at clearing the entrance exam. The intervention will also look into streamlining the Jawahar Navodaya Vidyalaya Test, 2018 in Rewari.



## शिक्षा के मामले में निजी स्कूलों से पीछे नहीं हैं सरकारी स्कूल

# शिक्षा के स्तर को ऊंचा करने के लिए करें प्रयास : डीसी

हरिभूमि न्यूज ►► रेवाड़ी

डीसी पंकज ने कहा है कि सामाजिक संस्थाओं को चाहिए कि गरीब व असहाय परिवारों के बच्चों की शिक्षा के लिए आगे आए तथा उनकी मदद करने से बच्चों में जज्बा बना रहे ताकि वो बुलंदियों का हासिल कर सकें। डीसी पंकज गुरूवार को बाल भवन में सेल्फ-रिलिंट इंडिया (एसआरआई) फांउडेशन द्वारा आयोजित नन्हे कलाम कार्यक्रम में बोल रहे थे। उन्होंने कहा कि शिक्षा का बहुत महत्व है। जहां पर शिक्षा का स्तर कम है उसको ऊंचा करने के लिए हम सबको मिलकर प्रयास करना होगा तभी हम आगे बढ़ सकेंगे। डीसी ने बताया कि उन्होंने अपने

अब तक सर्विस कार्यकाल में सरकारी स्कूलों में सबसे ज्यादा दौरा किया है तथा बच्चों के साथ अपने अनुभव सांझा किये है। उन्होंने कहा कि प्राईवेट व सरकारी स्कूलों में शिक्षा का स्तर एक जैसा ही है। ग्रामर के मामले में अभी हमारे बच्चे पीछे है उनकी ग्रामर सुधारने के लिए

हमें घर पर उनकी मेहनत करवानी पड़ती है। डीसी ने कहा कि प्राईवेट स्कूलों में दाखिला दिलाना अभिभावकों का स्टेटस सिंबल बन गया है, उनको डर रहता है कि हमारा बच्चा सरकारी स्कूल में पढ़ेगा तो पड़ोसी क्या कहेगा। उन्होंने कहा कि सरकारी स्कूल भी शिक्षा के मामले

में निजी स्कूलों से पीछे नहीं है। डीसी ने कहा कि जिनके पास अच्छी शिक्षा है उनके लिए रोजगार की कमी नहीं है। उन्होंने बताया कि रेवाड़ी में अप्रैंटिस के लिए 2500 रिक्त पद है, जिनके लिए केवल 550 लोग ही योग्य पाये गए हैं तथा काफी युवा ऐसे भी है जिनमें बेसिक

### प्रदर्शनी का किया अवलोकन

सकारात्मक सोच के साथ युवा आगे बढ़े और समस्याओं का समाधान ढूंढने का प्रयास करें। उन्होंने कहा कि निस्वार्थ भाव से बच्चों के उत्थान के लिए एसआरआई फाउंडेशन ने आठ महीने में बच्चों को अच्छी कोचिंग दी है इसके लिए यह बधाई के पात्र है। डीसी ने इस अवसर पर लगाई गई नन्हें कलाम प्रदर्शनी का अवलोकन किया तथा उन्होंने इस अवसर पर एसआरआई फाउंडेशन वॉलेंटियरों को सम्मानित भी किया। भाजपा प्रदेश उपाध्यक्ष डा. अरविन्द यादव ने कहा कि शिक्षा के लिए निजी क्षेत्र में हुए कार्य के लाभ भी जनता को मिले है। सरकार का प्रयास है कि ऐसी संस्थाएं जो समर्पण भाव से उत्कृष्ठ कार्य करती है उनको तरजीह दी जाए ताकि वे और अधिक अच्छा कार्य कर सके।

स्किल नहीं है। उन्होंने कहा कि अभिभावक अपने बच्चों को अच्छी तालिम दिलवाये तथा जितना भी ज्ञान प्राप्त करें उसमें वो दक्ष हो ताकि उसे आसानी से रोजगार मिल सके। इस मौके पर जिला शिक्षा अधिकारी सुरेश गोरिया, डाईट की प्रिंसीपल संगीता यादव, एसआरआई फाउंडेशन के सीईओ

सुरेन्द्र कुमार ने भी सम्बोधित किया। यहां यह भी बता दें कि उपायुक्त पंकज व मुख्यमंत्री की सुशासन सहयोगी मृतुल घर ने विशेष रूचि लेकर एसआरआई द्वारा स्कूलों में चलाए गए कोचिंग केन्द्रों में समय-समय पर पहुंचकर निरीक्षण किया तथा बच्चों से अपने अनुभव सांझा भी किए थे।

रेवाड़ी। बाल भवन में वॉलेंटियरों को पुरस्कार देकर सम्मानित करते व नन्हें कलाम प्रदर्शनी का अवलोकन करते डीसी पंकज।

The learning outcomes of the students was improved through through regular classes followed by rigorous test series and mock tests. This led to a 40% increase in the learning levels of government school students. Further, an unbiased model of invigilation under DC's guidance was introduced and a process policy was framed for the same. There was a 20% increase in the basic learning levels of the students in four short months. Further, there was a noticeable increase in the sense of ownership and diligence amongst the district administration staff, education department and parents of the students towards quality of education in the district.

Alongside this pilot intervention, the school management committees have come to force in the government schools that the pilot is functional in. A few of them have started crowdfunding campaigns on a local level to support the schools and the initiative. The pilot is functional in 10 centres i.e. government schools, currently and shall be scaled up to the district level in an incremental way.

# RESEARCH DISSERTATION

Nanhe Kalam Pilot Case Study

# Rohtak

**Haryana's Centre**



Rohtak derives its name from its Rohtashgarh, named after Raja Rohtash. It is also claimed that the town derives its name from the Roherra (Tacoma Undulate) tree called Rohitaka in Sanskrit. Another version connects Rohtak with Rohitaka, which is mentioned in Mahabharta and bears a connection with the campaign of Nakula, the Pandva warrior. The areas of Rohtak frequently experienced a change of masters. The claims of imperials were contested sometimes by the Rajputs, Jats & Sikhs and often Marathas. In 1824 the British took over the area, and Rohtak became a district capital. Rohtak was officially designated as a city in 1867. Today, Rohtak is one of the fast growing cities of Haryana.

## DISTRICT STATISTICS

**AREA**
1745 sq.km

**POPULATION (2011 CENSUS)**
1058683

**SUB-DIVISIONS**
Rohtak, Meham, Sampla

**TEHSILS**
Rohtak, Meham,
Sampla, Kalanaur

**BLOCKS**
Rohtak, Sampla, Meham,
Kalanaur, Lakhan Majra.

**MUNICIPALITIES**
Rohtak (Corporation), Kalanaur
(Committee), Meham (Committee),
Sampla (Committee)

| | |
|---|---|
| **147** | GRAM PANCHAYATS |
| **891** | SEX RATIO AT BIRTH (2017) |
| **80%** | LITERACY RATE |
| **1004** | ANGANWADI CENTRES |
| **5** | COMMUNITY HEALTH CENTRES |
| **23** | PRIMARY HEALTH CENTRES |
| **153** | SUB-HEALTH CENTRES |
| **214** | GOVT. PRIMARY SCHOOLS |
| **36** | GOVT. MIDDLE SCHOOLS |
| **44** | GOVT. HIGH SCHOOLS |
| **119** | GOVT. Sr. SECONDARY SCHOOLS |

# Building as Learning Aid

## Aadav Ss

While visiting schools during field visits in Rohtak, Aadav noticed the dilapidated state of the school buildings and the lack of innovative methods of teaching. This seemed like an opportunity to bring a change in the existing conditions and the solution was Building as Learning Aid (BaLA). In fact, in several thousand schools across the country, in Jammu & Kashmir, Himachal Pradesh, Gujarat, Madhya Pradesh, Karnataka and Delhi, the concept of BaLA has been implemented by enthusiastic school principals, teachers and volunteers. BaLA is an innovative concept towards qualitative improvement in education. It explores and uses the existing three dimensional space and environment as a child-friendly resource for learning and development. It is a way to holistically plan and use the school infrastructure for activity based learning, child friendliness and inclusive education for children with special needs (CWSN). At the core, BaLA assumes that the architecture of school can be a resource for the teaching-learning processes..

Under the guidance of the District Commissioner and Additional District Commissioner, the decision to implement BaLA in these government schools was taken. The aims of the pilot is to have a conducive environment for children, and to create a standardised content template that can be replicated across schools for the BaLA. A committee was instituted to build the educational tools that will be used. The pilot brought onboard National awardee Art teachers who helped build education tools corresponding to the student grades.

The makeover of the school led the villagers to appreciate the efforts taken to improve the government schools in

their district and invest more time into their children's education. One of the consequences of the pilot was the drop in absenteeism rates in the school. There is increase in enrolment and retention of children. Since the pilot was implemented only recently, it will be a few months to a year before the learning outcomes of the students can be measured to assess the impact of the pilot, but the students already feel more willing and joyful to come to school every day and have shown more interest in learning from the tools painted on the walls.

# Sirsa

**The Cotton Belt of Haryana**

According to legends, the name derives its origin from the sacred river Sarasvati which once flowed near the district. The entire area of the district was included in the new state of Haryana on November 1, 1966. It is bounded by the districts of Faridkot and Bathinda of Punjab in the North and North East, Ganga Nagar district of Rajasthan in the West and South and Hisar district in the east. Thus, it touches upon interstate boundaries on three sides and is connected with its own state only on the eastern side.

## DISTRICT STATISTICS

**AREA**
4277 sq.km

**POPULATION (2011 CENSUS)**
1295189

**SUB-DIVISIONS**
Sirsa, Dabwali, Ellenabad, Kalanwali

**TEHSILS**
Sirsa, Dabwali, Ellenabad, Kalanwali, Rania, N.Chopta

**BLOCKS**
Sirsa, Dabwali, Ellenabad, Odhan, Rania N. Chopta, Baraguda

**MUNICIPALITIES**
Sirsa (Council), Mandi (Council), Dabwali (Council), Ellenabad (Committee), Kalanwali (Committee), Rania (Committee)

| | |
|---|---|
| **328** | GRAM PANCHAYATS |
| **928** | SEX RATIO AT BIRTH (2017) |
| **68%** | LITERACY RATE |
| **1377** | ANGANWADI CENTRES |
| **7** | COMMUNITY HEALTH CENTRES |
| **18** | PRIMARY HEALTH CENTRES |
| **151** | SUB-HEALTH CENTRES |
| **524** | GOVT. PRIMARY SCHOOLS |
| **129** | GOVT. MIDDLE SCHOOLS |
| **91** | GOVT. HIGH SCHOOLS |
| **99** | GOVT. Sr. SECONDARY SCHOOLS |

# A Period
# of Sharing

Priyanka Sinha

The stigma around menstruation is seen around the world and is especially strong in India. According to international research, 10% of girls in India believe menstruation is a disease and 60% of them only change their menstrual cloths once a day, exposing them to all kinds of diseases. School absenteeism and dropouts are also correlated to menstrual health management. 28% of girl students do not go to school during their period due to unavailability of affordable menstrual hygiene products, and lack of sanitation facilities. 23% of rural girl students drop-out of school after the onset of menarche, which has an irreversible effect on their personal development, economic wellbeing and health. With about 336 million girls and women experiencing menstruation in India, which means approximately 121 million of them are using disposable sanitary napkins. Each sanitary napkin takes 700-800 years to degrade which has a catastrophic effect on the environment.

The pilot, A Period of Sharing, implemented in Sirsa district, Haryana, addressed the challenges of menstrual health and menstrual waste management. Its approach is to train and educate girls about menstrual hygiene management and improve their access to affordable and sustainable cloth sanitary pads. Until March 2018, 65 educational sessions, catering to over 2000 girls have been conducted. The sessions were held for girls in the age group of 12-18 with the aim to educate them on healthy menstrual practices and bust any existing myths and superstitions. In addition, supplementary sessions were also held with doctors to educate girls and their mothers around the various health implications of unhygienic practices. Eco Femme, which

is a women-led social enterprise, was brought onboard. Their goal is to create environmental and social change through revitalising menstrual practices that are healthy, environmentally sustainable, culturally responsive and empowering. EcoFemme has agreed to give out 2000 pads for free to the girls who have participated in the pilot, and the rest will be given out at a subsidised rate. They have also conducted training sessions with the trainers who trained the girls in the district.

Through research and data analysis, CMGGA Sirsa was able to assess the product acceptance to inform further interventions. As a result of the sessions, about 600 girls have switched to using sustainable sanitary pads, girls have reported feeling more confident discussing menstruation with their peers and some of them have expressed their commitment to busting the menstrual myths themselves and also help others understand the facts better.





# OTHER DISTRICT PILOTS

### Umang

Creating a unique ecosystem of learning through need based EduTech content in tablets for 170 students with special need (mentally challenged and deaf & dumb) in Sirsa to bring them in formal education setup and digital braille technology for blind student of Helen Keller School. The nodal department for this pilot is the District Social Welfare Department. The approximate cost of the pilot is Rs.15 Lakhs

### Apki Lado hai Haryana ki Shaan

Evolving a more accepting and welcoming attitude to girls by creating a positive energy around the notion of "Girl Child". This pilot is an initiative of the district Department of Women & Child Development. Rs.520 / kit per.

### Beautifying City Walls

Painting city walls with murals depicting the art and culture of Haryana, and social interest messages from the SBM and B3P
Funds: 12-13 lakhs through CSR

# RESEARCH DISSERTATION

A case study to access the reason and attitude for drug abuse prevalence in Sirsa district of Haryana

# Sonipat

**Kabaddi Capital of India**

The district of Sonipat was carved out of Rohtak district in 1972. Sonipat was often considered the gateway to the capital of the Mughal empire in Delhi and thus had a garrison of soldiers there at one point in time. The district continues to be littered with a number of structures of historical significance, such as the Tomb of Khawaja Khirz and the Mosque of Abdullah Nasir-Ud-Din, dating to the Mughal era. Today, Sonipat is roughly divided into three regions - Khadar, the upland plain and the sandy region. The National Highways 1 and 71A pass through this district, a reason perhaps that it has become a hub for institutions for higher education.

## DISTRICT STATISTICS

**AREA**
2260 sq.km

**POPULATION (2011 CENSUS)**
278149

**SUB-DIVISIONS**
Sonipat, Ganaur,
Gohana, Kharkhoda

**TEHSILS**
Sonipat, Gohana,
Ganuar, Kharkhoda

**BLOCKS**
Sonipat, Ganaur, Gohana, Kharkhoda,
Kathura, Mundalana, Murthal

**MUNICIPALITIES**
Sonipat, Gohana,
Kharkhoda, Ganaur

| | |
|---|---|
| 345 | GRAM PANCHAYATS |
| 935 | SEX RATIO AT BIRTH (2017) |
| 81% | LITERACY RATE |
| 875 | ANGANWADI CENTRES |
| 9 | COMMUNITY HEALTH CENTRES |
| 36 | PRIMARY HEALTH CENTRES |
| 164 | SUB-HEALTH CENTRES |
| 455 | GOVT. PRIMARY SCHOOLS |
| 81 | GOVT. MIDDLE SCHOOLS |
| 86 | GOVT. HIGH SCHOOLS |
| 65 | GOVT. Sr. SECONDARY SCHOOLS |

# E-revenue Archives

## Bhaskar Rochak

The system of management of the revenue archives is currently paper based and manual, and leaves records vulnerable to damage. The process for record retrieval is complicated and dependant on the discretion of the record keeping staff; it reduces transparency and creates scope for corruption. There is a mismatch between the degree of importance these records hold for the government and the amount of attention paid to their management. According to a study done by PRS Legislative Research, 67 per cent of the pending court cases in India pertain to land related disputes and a majority of these are linked to improper management of revenue records. The E-revenue archives pilot aims to promote transparency in revenue administration by incorporating technology in record management process.

The pilot is aligned to one of the key mandates of the Digital India Land Records Modernisation Program (DILRMP), i.e. management of archive revenue records. These records are crucial, and serve as a key reference points for judicial authorities in land disputes. The pilot comprises of four key components:

1. Development of a document management software with QR-Code based indexing, digitisation, and retrieval of archive records
2. Assessment, streamlining, and physical quality improvement of all archive records
3. Process re-engineering to establish a transparent online system to obtain copies of archive records capacity building of the revenue department staff.
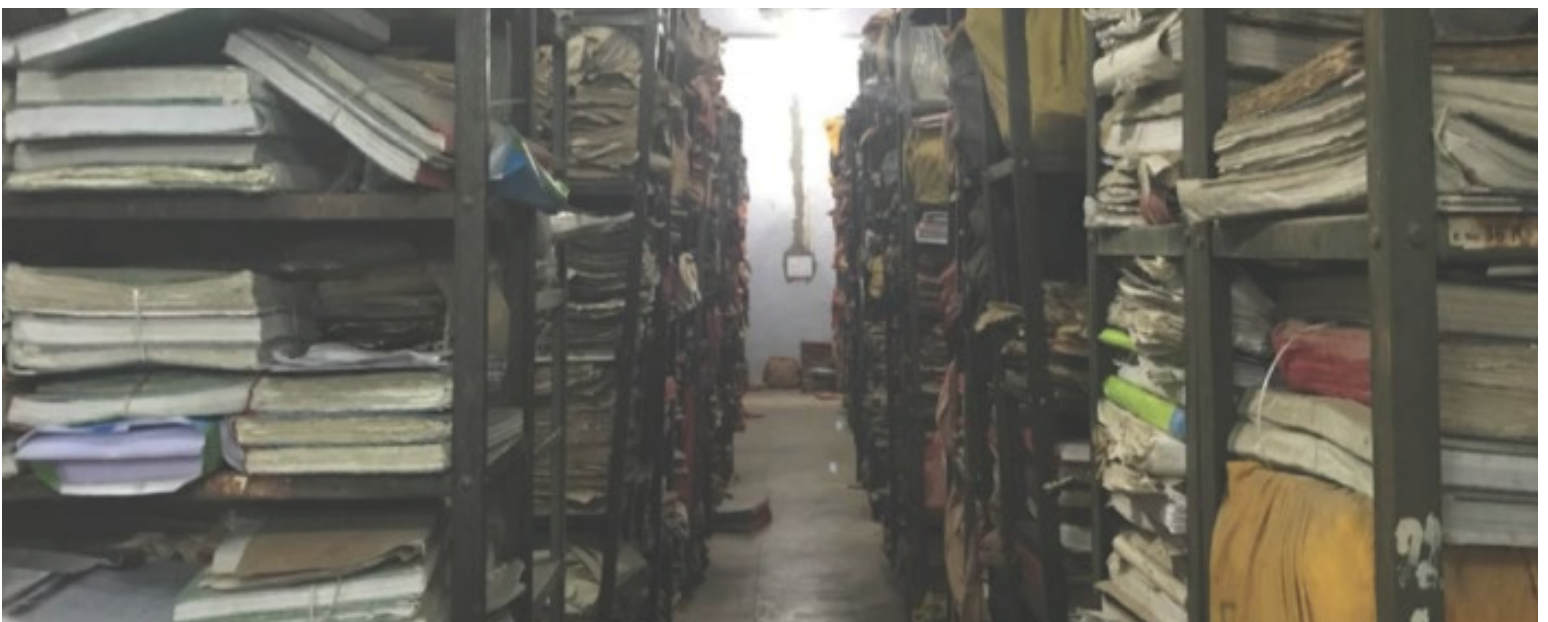
One of the key stakeholders of this pilot is the revenue department, especially the ground staff, which include the Patwaris, Kanungos, and Record Keepers. Multiple training and orientation sessions were organised for them across the different stages of this pilot to ensure their buy-in and support. This developed a sense of ownership in them towards the pilot.

The project has been completed in Sonipat district and is being implemented across the district. The project has been presented to the Chief Minister of Haryana and the Revenue Department has decided to scale it across the state. The project scale up will have the following key components:

1. Implementing the web software developed by Sonipat NIC across the state (http://www.esonipat.in/),
2. All districts of Haryana to submit project implementation plan and fund assistance demand as per the Sonipat model and
3. Disbursement of funds for the project as per e-district project plan by the Revenue and Disaster Management Department.
4. Developing features to integrate the software with SARAL and WEB HALRIS portal to provide revenue archives as an online g2c service



# OTHER DISTRICT PILOTS

### Digi–Sports

A one stop portal for all stakeholders related to sports
Nodal Department: Department of Sports and Youth Affairs

### Sonipat Education and Innovation Council

A registered society to promote CSR in the field of quality of education imparted in government schools of Haryana. It acts as a platform to bring together Government and Private sector leaders passionate about this noble cause.
Nodal Department: Deputy Commissioner Office, Sonipat

# RESEARCH DISSERTATION

Measuring the degree of compliance with a standard operating procedure prescribed by the Department of Social Justice and Empowerment for social security pension schemes.

# Yamunanagar

**The King of Haryana's Forests**



The Yamunanagar district came into existence in November 1989. The Yamuna river flows through the district forming it's eastern boundary and separating it from the neighbouring Saharanpur in Uttar Pradesh. It is believed that the historical river Saraswati originates in Adibadri, Yamunanagar. The district is bounded by the state of Himachal Pradesh in the North and by the state of Uttar Pradesh in the East. A number of tourist attractions can be seen in and near Yamunanagar like the Chaneti Buddhist Stupa, Kalesar Wildlife Sanctuary and the Panchmukhi Hanuman Mandir.

## DISTRICT STATISTICS

**AREA**
1756 sq.km

**POPULATION**
1041630

**SUB-DIVISIONS**
Jagadhri, Radaur, Bilaspur

**TEHSILS**
Jagadhri, Bilaspur,
Radaur, Chachhrauli

**BLOCKS**
Bilaspur, Chachhrauli, Jagadhri,
Mustafabad, Radaur, Sadhaura

**MUNICIPALITIES**
Yamunanagar-Jagadhri
(Corporation), Radaur (Committee)

| | |
|---|---|
| **473** | GRAM PANCHAYATS |
| **943** | SEX RATIO AT BIRTH (2017) |
| **85.72%** | LITERACY RATE |
| **814** | ANGANWADI CENTRES |
| **5** | COMMUNITY HEALTH CENTRES |
| **19** | PRIMARY HEALTH CENTRES |
| **112** | SUB-HEALTH CENTRES |
| **603** | GOVT. PRIMARY SCHOOLS |
| **238** | GOVT. MIDDLE SCHOOLS |
| **42** | GOVT. HIGH SCHOOLS |
| **69** | GOVT. Sr. SECONDARY SCHOOLS |

# CCTV Challaning

## Karn Ailawadhi

There is an alarming increase in the number of vehicles plying on roads of Yamunanagar-Jagadhri, which has resulted in congestion, unsafe driving, low traffic sense and traffic congestion. From the point of view of road safety, the conditions are far from satisfactory. The conventional and prevalent method of issuing traffic tickets or 'challans' relies heavily on manpower which can be time-consuming. Further, this existing system, lacks transparency which aids corruption. There is no provision for maintaining records of previous offenders and their tickets, which allows repeat offenders to escape without severe penalties.

The pilot project aims to harness technology to minimise human intervention and automate the process of issuing tickets to offenders by using CCTV. An online e-challan portal has been developed, integrated with a nationwide vehicle dataset, providing a number of user friendly features while covering all major functionalities of traffic enforcement system developed by the NIC. The portal gives a daily report of total cases, pending cases, collected and pending revenue, vehicle released or impounded, etc. This facilitates speedy and transparent ticketing, and can go a long way in solving traffic problems by enforcing appropriate regulations on road users. A strict enforcement of this project will reduce rash and negligent driving and also avoid conflicts between the police and public.

The pilot is being implemented in collaboration with the Police Department, the RTA and Municipal Corporation in the Yamunanagar district of Haryana. It is being funded partially through CSR funds and partially by the Municipal

Corporation. Before actually starting the challaning process, a baselining in terms of road signage, zebra crossing, potholes and traffic lights is done and reviewed in monthly road safety meetings in order to sanitizing the route. IEC activities like Radio shows, Newspaper ads and hoardings are being used to aware the public about this project.

The project has been replicated in 14 districts and will be scaled up to all 22 districts going forward. The pilot hopes to entirely replace manual challaning in all major cities in the country by giving the authorities the incentive of a speedy, fair and efficient system of issuing challans with minimal manual labour.

## OTHER DISTRICT PILOTS

### Adolescent Health Education

Providing adolescent Health education to girls in government schools.
Nodal Department: Health
Cost: Rs. 50,000 /-

# Other Projects in CMGGA

In addition to the work detailed so far, the Programme has also worked on various additional projects in the previous year. These projects primarily fall under 2 heads – Research, or Special Projects.

# CMGGA Research

# CMGGA Dissertations

# Longitudinal Study

The CMGGA Research Team is dedicated towards developing a realm of Research in the Programme. The initiatives taken by the research team includes supervision of dissertation work by the Associates, a longitudinal study, funding faculty proposals, and development of case studies of successful work streams within the CMGGA Programme.

The dissertation work allows Associates to develop in-depth thinking on problems that lack literature for Haryana, give them the opportunity to do analytical work and generate evidence based recommendation into an area of actions. The dissertation work also aims to create an active knowledge based policy documents for successful pilot for capsules in a CMGGA Programme. The problems studied in dissertation can potentially be used by officers in the Haryana government to devise solution in their districts. In this regard, the research team provides day-to-day administrative and research supports to the Associates, emphasis on support for problem definition, methodology, analysis, and writing. The dissertation topics cover a wide range of problems like the waste segregation initiative in Ambala, the SUPER village challenge in Palwal, the segregation of job roles between women Sarpanches and Sarpanch-patis in Karnal, the rationalisation of prices and items list in Fair Price Shop in Rohtak, and studying the disbursement of pensions to the stipulated beneficiaries in Sonipat.

The longitudinal study is set broadly within the implementation research paradigm, this longitudinal study aims to answer two overarching questions:

1. What specific steps and strategies are supportive in achieving targeted outcomes of the interventions undertaken within the CMGGA Programme?
2. What are the perceived benefits of the CMGGA Programme for its stakeholders, namely the Associates, the Haryana Government, Ashoka University, and the people of Haryana?

To assess which steps and strategies employed by the Associates are effective in terms of achievement of objectives of their work, the regular progress reports made by the Associates from the field are analysed systematically. The Associates' experiences and perspectives will be studied longitudinally at four time-points during the study: T0 (baseline), T1 (through the period of 12 months of work of two batches of Associates), T2 (end-line) and T3 (at 3 years after completion of the Programme). Data is collected

with respect to the Associates' individual motivation/ goals; evolution of skill set; experience with respect to implementation of the project; experience of interaction with government officials; experience of interaction with the public; and impressions about work days and personal life during and after the Programme. A follow-up study of two cohorts of Associates (batches of 2016-2017 and 2017-2018) will be done at three years to assess the Associates' work/economic status; a second arm of this study will seek to compare the work/economic status at three years of the Associates with same academic-year batches of Ashoka University's Young India Fellows, which is primarily classroom-based diploma postgraduate diploma Programme.

Semi-structured interviews will be conducted with various respondents to capture the data in order to facilitate the subjective evaluation of the Programme from the stakeholders' perspectives. A combination of deductive and inductive approaches will be adopted for the study. The purposive sampling technique will be used to select respondents for Ashoka University. A mix of stratified random and purposive sampling will be used to select respondents for the Haryana Government officials at the various levels of the Government. Thematic analysis will be conducted following data reduction, data display, and drawing and verifying conclusions. The responses will be coded and categorized from transcripts to identify recurrent themes.

In this regard, three questionnaires were administrated to the Associates during November to gauge how factors like public service and work affect their motivation levels and the work-life balance. In March, success building questionnaire were administered to the Associates. Questionnaires to understand the interactions of Associates with Govt. officers and gauge project and time management skills among Associates was administered in May.

# Case Studies

The Research Team is also involved in documenting work streams in the CMGGA Programme in the form of case studies. The two case studies that were developed are:-

1. "How the Chief Minster's Good Governance Associates Improved the Grievance Redressal Process in Haryana". This case study documents the specific steps the Associates undertook to improve the functioning of the CM Window. It covers how the CM Window works and the mechanisms for review put in place with the help of the Associates, and the outcomes of the review mechanisms. The study concludes with a proposal to

mainstream the CM Window within the administrative set-up of Haryana, through the future work of the CMGGAs Associates.

2. "Improving service delivery processes in Haryana Tehsils: learnings from a good governance project undertaken by CMGGA". The objectives of this case study, among others, were to: (i.) "remove malpractices arising due to non-exchange of data between deeds registration, land documents and bank transactions"; and (ii.) "maintain a single version of truth for all documents and ensuring limited process hassles to the end beneficiary"..

Three proposals have been submitted to us as a response to a call for proposals from faculty interested in conducting development research in Haryana. The aim of these studies is to engage with policy makers in answering the following questions of public policy interest:

1. Training of Anganwadi workers, wherein, qualitative research on knowledge gaps of community workers in the Sonipat district in delivering services related to Early childhood care and development will be conducted. Additionally, piloted and validated Haryana-specific training materials for training all early child development grass root-level community workers in the State will be developed. A scalable plan will be prepared for developing network linkages between Anganwadi workers and allied health-care workers from National Child Health Program (RBSK) and National Rural Health Mission (NRHM).

2. Stubble Burning, wherein, areas in Haryana will be mapped that have switched from no Crop Residue Burning to Crop Residue Burning, or vice-versa since 2009, and as a result identify factors associates with the switch to Crop Burning. The identification of factors leading to crop residue burning should be valuable in creating policy to combat the same.

3. Impact of Teacher transfers on the distribution of Pupil-Teacher Ratio across schools in Haryana and Impact of Teacher Transfers on Schooling Outcomes and Teacher Welfare.

In this regard, a committee of Ashoka Faculty evaluated the proposals and funding of these research projects.

# Research Proposals

# CMGGA
# Special Projects

In the second year of the Programme, in addition to the Associates in the district, the Programme also worked with four Associates on Special Projects at the State or multi-district level.

- Revamp of Citizen Facilitation Centres
- Replacement of conventional street lights with LED lights
- GIS Mapping for ULBs
- Setting up of Work Monitoring System for ULBs
- Improving farmers' income in Haryana
- Prevention of stubble burning in Haryana
- Implementation of e-Office in Haryana
- Reforms in Haryana Staff Selection Committee

# Associate Profiles

Of the 27 Associates in the 2017-18 cohort, 23 were chosen from an applicant pool of 1933 through a rigorous selection process, and four continued from the first cohort. 23 of them are posted across 22 districts of Haryana, with two Associates jointly posted in Gurugram to better serve the unique challenges of this large and populous urban district. The remaining 4 Associates, were assigned specific state level projects or departments to work more closely with.

The Associates in the 2017-18 cohort of the Programme come from 11 states across the country including, Delhi NCR, Haryana, Madhya Pradesh, Uttarakhand, Uttar Pradesh, Tamil Nadu, Rajasthan, Punjab, Jammu & Kashmir, Gujarat and Bihar. 56% of the cohort were women. Coming in with an average of almost two years of prior work experience, 56% of the cohort were post-graduates with diverse educational and experiential backgrounds in Engineering, Biotechnology, Business, Computer Science, History, Literature, Economics, Mathematics, Medicine, Political Science and Law.

# Aadav Ss

Aadav SS is from Chennai, Tamil Nadu. He completed his Bachelors in Chemical Engineering, and went on to study Business Law in NUJS Kolkata. In his pursuit for experimentation, he has worked across different sectors and companies. CMGGA is his 5th job in the last four years.

> " 
>
> *The CMGGA Programme has given the Associates the opportunity to dream big and do big*
>
> "

## What motivated you to join the CMGGA Programme?

**AS:** In my earlier job, I used to visit Visakhapatnam. The Andhra Pradesh government has a programme through which they recruit graduates from the Indian School of Business (ISB). I used to speak to them and think to myself that I should do something similar, but for that I'd have to join ISB. When I came across the CMGGA Programme, I thought the opportunity was similar. There is also a lot of casual talk amongst friends, about the failures of the government, and I thought this would be a great opportunity to put myself in the shoes of the government and understand how it handles complexities.
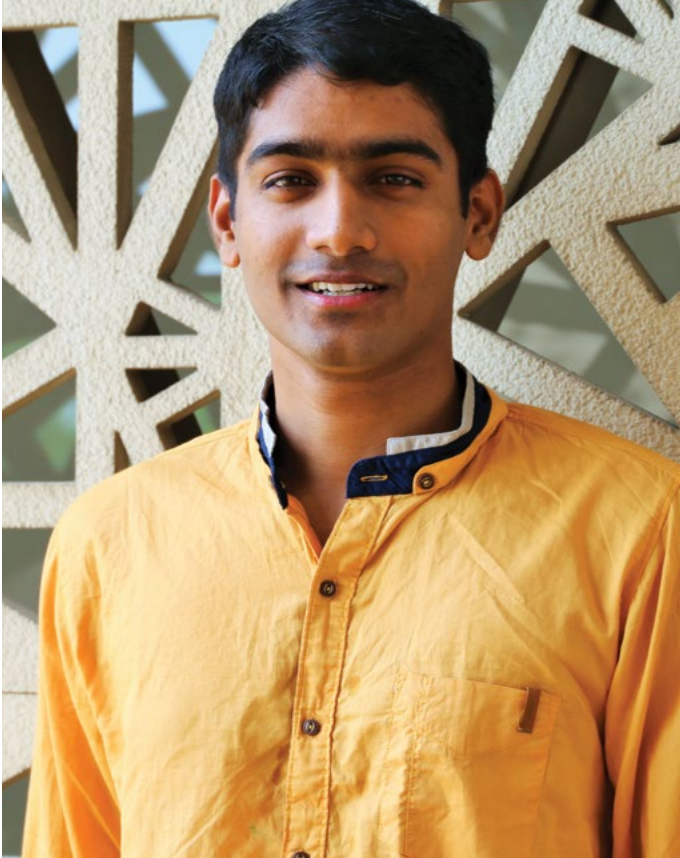
## Can you tell us a little bit about the collaboration between the Associates?

**AS:** My peers posted in other districts have been very helpful. Through other Associates you come to learn about what is happening in other districts, they are instruments for crucial updates. So, if there is a pilot in one district, then it becomes easy to replicate it across districts because of the knowledge transfer through the Associates. Now there is a process of inviting CMGGAs from districts where a pilot is being implemented, to present to the district administration that is looking to start the pilot. Engaging other CMGGAs in your district is a good way to scale a pilot.

## Has your perception towards the government changed in anyway?

**AS:** Governance in a large and diverse country such as India can seem complicated. But, even at the state level, or rather the district level, complexities can be plenty! There are a 139 villages in Rohtak district, and the complexities keep multiplying with the number of units you are trying to impact.

With the Haryana government, I see there is a lot of energy at the top of the political structure as well as the administration. We work hard in our districts, and the senior officers in the Haryana administration give us motivation. I believe, the exposure to governance that we have enjoyed as CMGGAs, needs to be given to the younger generation and people working in the private sector.

# Abhinav Vats

Abhinav Vats is from Delhi, but traces his roots to Western Uttar Pradesh. After completing his graduation in Economic Honours from Delhi University, he has worked as a journalist and in consulting with McKinsey. He has experience in telecommunications, e-commerce and health.

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*I've personally got much better at decisive problem solving, a skill I have honed through the CMGGA Programme*

"

## What has it been like working with a Deputy Commissioner (DC)?

**AV:** DC Palwal is very energetic and inspiring and won't look away from adversity. He has shared many life lessons with me that have been tremendously helpful. When I was first posted to Palwal, I didn't know anything about it! I hadn't even heard of the place before. He taught me how to be happy in a situation when you do not have much around you. He's been an inspiration throughout the Programme.

## Has your perception towards the government changed in anyway?

**AV:** My perception of the government has changed completely. As a citizen I've always blamed the government about the things that were not happening - the government doesn't do this, the government does not do that. But now, once I've felt what it's like to be in the driver's seat, with the influence to make things work, I've realised that everything takes time and nothing happens in a matter of seconds or minutes.

## What has been your biggest learning?

**AV:** The Programme has really solidified my consulting background. I always believed I had a strong problem-solving ability and CMGGA really tested that time and again. The Programme requires you to solve problems immediately and therefore you have to be very fast. I've also learned how to be extremely patient, in order to be someone who looks out for everything.

## Akshita Jain

Akshita Jain is from the city of Meerut in Uttar Pradesh. She studied Economics at St. Stephens College, Delhi University. Prior to the Programme she spent a year working for the Quality Council of India and JPAL.

"

*CMGGA is a rollercoaster ride! There are many moments of accomplishment, but then you have to move on to the next thing!*

"

### What inspired you to work in the development sector?

**AJ:** In high school I used to volunteer for Make a Difference. I was teaching 7th standard children in Darya Ganj, New Delhi. One of my students was very bright and he wanted to study at IIT. One of my other students, I had heard, was also very bright, but had begun to lose interest in studying. One day as the bright student was talking about his dreams, the other stood up and said to him "what's the point, we're all going to become auto drivers anyway". That is when I knew I wanted to work towards an equal platform for everyone.

### Can you tell us a little bit about the collaboration between the Associates?

**AJ:** Working with my peers has been a great learning experience. Early on in my time in Panipat, I had undertaken a survey to identify out of school students. Shortly after a lot of Associates took it up in their districts too. It was nice to see that strategies to bring the last child to school were being formulated in other districts, after we saw good results in Panipat. Moreover it's so great to brainstorm some ideas with others, because they come from very diverse experiences, and they present to you new perspectives, not just about work but also about your outlook to life. You're getting to live 22 different experiences, by speaking to them you're doing 22 times of what you could have done.

### What is the one experience from the last year that you hold dear?

**AJ:** In one of the Anaemia Free Village camps that the district administration and health department had organised, I had two ladies come up to me, and say, "Earlier we used to eat mud, but now we have iron tablets that are given out through these camps". I could see then that the effort I'd put in to help run the Anaemia Free Village campaign made an impact. As a CMGGA you have small experiences like this every single day.

## Anju Arya

Anju recently completed her post-graduation in rural development from the Tata Institute of Social Sciences. Hailing from an Army background, she has worked previously in the social sector with organisations like 'Save the Children' and Shiksha Samiti.

"

*The opportunity to be part of a programme where there is high impact is invaluable, especially in the education space, where my interests lie*

"

**Which flagship program of the Government of Haryana do you think has the most impact and why?**

**AA:** The 'Saksham Haryana' programme, in my opinion, has tremendous impact and potential. Through the programme, schools in the district gain visibility and are linked directly to the CM Office. The programme has also encouraged communication between the teacher and the student, making their interactions more interesting and joyful. I've seen that students are now more excited about classes. I'm passionate about education, and believe the programme will deliver its mandate in 3-4 years.

**Has your perception towards the government changed in anyway?**

**AA:** It is a common perception that the government is corrupt and static, but it is not so. I've realised that change is extremely slow when you want to improve or work with the system. I have also realised that power plays an important role in the system as decisions and roles played by individuals in power directly affect the outcomes. The CMGGA Programme gives you that opportunity to assume that role in power as you are closely related to decisions that affect the public. When you listen to people in difficulty, you are obliged to help, you feel responsible for them, and you work not out of self-interest.

**What is the one experience from the last year that you hold dear?**

**AA:** In my past experience, I've always worked in organisations who are in an advising or consulting capacity, not a decision making capacity, with the government. As a CMGGA, this has changed; I have interacted with persons that have different power and strengths. As a CMGGA, you continuously assume different power-roles yourself. This has given me the bigger picture of the system, and the ability to see the system at a distance.

# Archana Gupta

A rchana Gupta is from Muzaffarpur in Bihar, and studied Psychology at the Lady Shri Ram College, Delhi University. After her graduation she joined the Gandhi Fellowship in Surat, Gujarat. Prior to the CMGGA Programme, she worked as a social sector consultant with a start-up in Delhi.

"

*CMGGA has been an eye opener about how hard the government works, I would like more people to know this*

"

## What inspired you to work in the development sector?

**AG:** After my graduation, I was uncertain about what I wanted to do. At the time I was volunteering with an NGO in Nizamuddin Basti, Delhi. I was working with children who came from very poor families. That's when I found out about the Gandhi Fellowship, and decided that I wanted to pursue a path in the social sector. In addition to that, growing up in Bihar, a state with few resources, I was witness to the limited opportunities available for people there, so I've always had it at the back on my mind, to work towards improving the lives of people. After the Gandhi Fellowship, I came to realise that working as a project manager or a project associate in the social sector, you could create impact at scale because through the organisation you were impacting at least 1000 people. Over the years, my objective has moved from not only impacting a few at the grassroots but reaching a greater number of people with quality.

## Has your perception towards the government changed in anyway?

**AG:** My perspective of the government has changed for good. I used to see administrators and political representatives as two different units of government. I know now that they are the same driving force. It is very easy to say that there are a lot of policies which the government has not been able to implement. Contrary to popular belief that government officers are very laid back, I have personally sat down with officers till 10.00 pm to complete work, night after night. This has been a big eye opener.

## What are some of your dreams or goals from the CMGGA Programme?

**AG:** CMGGA is a very unique opportunity and I think we can only leverage it if we have very high and very big aspirations. I've always wanted to create impact at scale; because of this Programme I am going to impact approximately 1200 anganwadi centres, an opportunity I'm never going to get again unless I become an IAS officer. I'd like to leave knowing that what I initiated in the district continues to thrive. If five years down the line I come back to Ambala and see my pilot running, I think I will be super happy.

## Arunima Chandra

### What motivated you to join the CMGGA Programme?

**AC:** Prior to the CMGGA I've had exposure to the judiciary, and the legislative. It was only logical to experience the executive as well. My primary interests are in human rights, humanitarian and refugee law. In college I was shortlisted to work with big corporate firms, but I was more interested in working in the human rights domain. My work needs to be relevant and make sense to me. I don't see the point in earning 20 lakhs by slogging for hours, just to make rich richer.

### Which flagship program of the Government of Haryana do you think has the most impact and why?

**AC:** The Government of Haryana is piloting measures to manage solid and liquid waste, and I've had the opportunity to contribute to these efforts through the programme. The problem is vast, and the solution is staggered, from infrastructural development, to recycling and recovery. But it is highly essential to find solutions so as to reduce its far-reaching effects. I've found my experience as a LAMP Fellow has made it easier for me to contribute to policy making. In the process I've also learnt a lot about civil engineering, accounting, chemistry, physics, topography and hydrogeology.

### What has been your biggest learnings?

**AC:** Like everyone else, I had also been exposed to the blame-game notion towards the government. But, over the last year I've built empathy towards administrative officials. My biggest learning from the CMGGA Programme has been the realisation of the volume of work required to launch any initiative, and how difficult the job is. Now, every time I look at a headline about a new project launch, I can imagine the amount of time and hard-work that must've gone behind it.

Born and bred in Ghaziabad, Arunima Chandra chose to study science in her 11-12th, but realised her interest lay somewhere else. She went on to study law from Rajiv Gandhi National University of Law, Patiala, worked as a Junior Advocate at the Supreme Court, and served as a Legislative Assistant to Mr. Naresh Gujral, Member of Parliament, Rajya Sabha (LAMP Fellow).

"

*"CMGGA has been interesting, overwhelming and exciting. It has pushed me to think why I do what I do*

"

# Ashish Vikram

Hailing from the Himalayan foothills of Dehradun, Uttarakhand ,Ashish completed his masters in Rural Development from National Institute of Rural Development, Hyderabad and worked as a consultant with the Odisha Livelihood Mission, and a Nodal Officer, Aam Admi Bima Yojana.

"

*We've been able to be the link between district administrations and create a space for collaboration and knowledge transfer*

"

**What motivated you to join the CMGGA Programme?**

**AV:** My academic experience in Rural Development allude to my interest in the development sector since college. I wanted to work for the community and assist in the welfare of people who actually needed support. My experience in working for the Odisha Livelihood Mission which is a central government scheme, involved working with the poorest of the poor from marginalised communities. As part of CMGGA, working with the CMO allowed me to help the government implement solutions using a top to bottom strategy.

**Which flagship program of the Government of Haryana do you think has the most impact and why?**

**AV:** I got the opportunity to be involved with two flagship programmes namely ICDS (Integrated Child Development Scheme) and RBSK (Rashtriya Bal Suraksha Karyakram) which have linkages to the Anganwadi centres. These programmes were merged to create a framework where block level camps were organised to fight against child malnutrition especially children who are SAM (Severely Acute Malnourished). Children were identified in the district and mothers were given awareness of nutritional requirements and were trained to cook with local ingredients. They were also given supplements based on health check-ups done by RBSK team. RUTF (Ready to use therapeutic food) has been procured to be implemented on a small scale to curb this problem.

**Has your perception towards the government changed in anyway?**

**AV:** As a consultant to the Panchayati Department in Odisha, I used to feel that things moved slowly at the district level compared to the state level. Now I feel that the state is not able to keep up with the pace of district administration and implementation can take place in a matter of hours. Working with IAS officers, I realised that they are very well aware of the intricacies of grassroot level implementation. Assisting them in their work in the district was an enlightening experience.

# Bhaskar Rochak

## Which flagship program of the Government of Haryana do you think has the most impact and why?

**BR:** The Digital India Land Records Modernisation, a centrally sponsored programme, hasn't been implemented in Haryana due to ongoing arbitration. At Sonipat, we've been piloting a bottom up way of implementing the programme in house.  All kinds of revenue records were studied to bridge the gap between the revenue administration of the state. A software was developed to track these records based on multiple iterations in association NIC Haryana, and digitalisation was achieved to access records based on very few parameters. A proof of concept has been designed and the journey for scaling up of this project at a state level has begun. Major emphasis was kept on data security and standardisation along with going beyond file and indexing of the records towards a deeper study of the metadata.

## Has your perception towards the government changed in anyway?

**BR:** When I joined the Programme I had a romantic idea of governance and thought that I could make difference to the system. Substantial change takes longer than one expects. On paper, the government, is an efficient and closed system but somehow people find ways to exploit it. Whatever the policy change at the top level, it has to trickle down at the bottom level and that is where the major gaps exist. Efficient execution at the grassroot level needs to be ensured. The government is a well-built system but it is still not functioning to fulfil the needs of the time.

## What are some of your dreams or goals from the CMGGA Programme?

**BR:** I would like to be in a position to hand over the projects I have worked on as modules to the next generation of associates and help them execute these projects and take them to fruition. I want my work in the of digitisation of land and sports infrastructure to be optimised and functional at the state level.
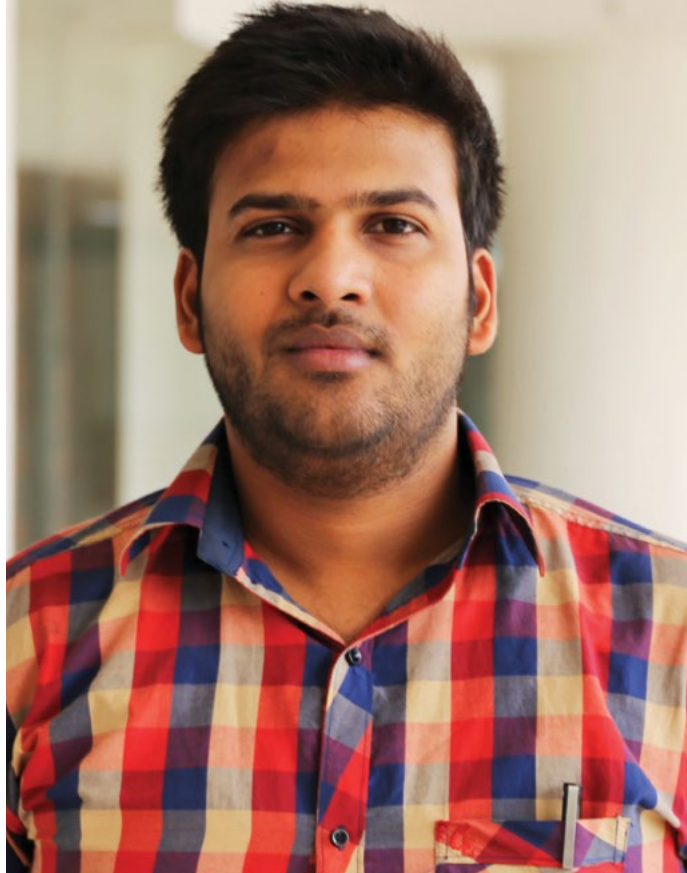
Belonging to Patna, Bhaskar studied Mathematics in his undergraduate studies at St. Stephens, Delhi University and worked in the financial consulting space before preparing and reaching the mains stage of the UPSC examination.

"

*Having your ideas accepted and appreciated by the Hon'ble Chief Minister is a very satisfying feeling*

"

# Gunjan Gehlot

## Which flagship program of the Government of Haryana do you think has the most impact and why?

**GG:** After joining the CMGGA Programme, I have realised my interest in the education sector. One of our work modules was aimed at improving learning level outcomes. We essentially worked on the Safalta Programme, which comes under SCERT. Four schools are picked from each district, and their performance has to be monitored carefully. Despite the challenges of poor infrastructure and teacher vacancies, working in the sector is very rewarding. Once you have the district administration support, you can truly create impact.

## What has it been like working with a Deputy Commissioner (DC)?

**GG:** DC Gurugram is an inspiration, and one of the most efficient IAS officers I've ever met. He did his engineering from BITS Pilani, and is 29 or 30 years old. He is very enthusiastic and energetic, and I've watched him proactively take on new projects. I think of him as my mentor, and make sure I do thorough research before discussing any ideas with him. He is a person of immense experience and knowledge.

## What are some of your dreams or goals from the CMGGA Programme?

**GG:** I really want to do something in the field of mental health, not just for the state of Haryana, not just for India but for the entire world, and society, as a whole. After experiencing it personally, and being exposed to depression that people in old age homes and orphanages experience, I'm extremely motivated to research mental health. People suffering from mental health issues are often marginalised, and I really want to help them.

Gunjan grew up with her mother who works with the Delhi Police. She has studied English Literature at Hindu College, and is moving on to do her PhD. in International Relations. She has a keen interest in Public Policy and International Relations.

"

*I don't want to leave! In the past year, I've transformed completely, both professionally and personally*

"

# Harshali Dalal

**H**arshali Dalal has a Bachelor's degree from Miranda House, Delhi University and a Masters in Urban Policy and Governance from Tata Institute of Social Sciences, Mumbai. She was interested in understanding the structure of the government, which lead her to join the CMGGA Programme.

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>
> *Working as a CMGGA is not easy, but it makes you stronger in both, the professional sphere and as an individual*
>
> "
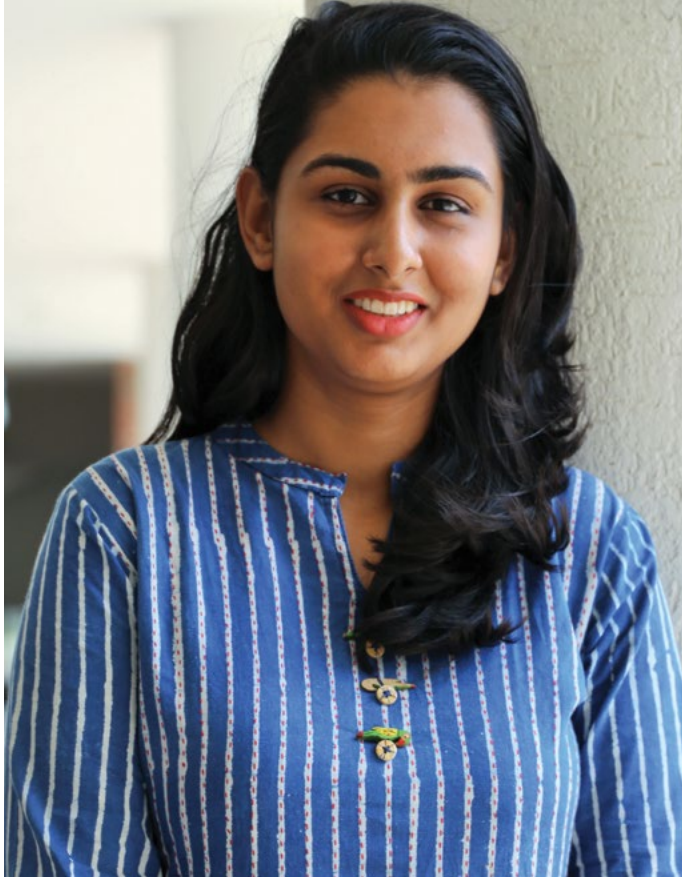
## What motivated you to join the CMGGA Programme?

**HD:** Since school, I have been interested in social sciences because of the tangible implications such issues have that are so strikingly visible in the society. What motivated me about the CMGGA Programme is how we had been given the opportunity to work so intimately with the most important entity in the development sector - the government. CMGGA is what you make of it. To me it seemed the perfect ground to practice the theoretical knowledge I possessed.

## Can you tell us a little bit about the collaboration between the Associates?

**HD:** We are a cohort of 23 well-educated professionals with varying experiences and expertise. Brainstorming on innovative ideas and concepts with them was one of the most enriching experiences during the Programme. They were my support system during the tough times in the district, where we are alone striving to work hard in the most uncertain of situations; to do justice to the opportunity that this Programme has offered us. They're the indispensable lot without whom one could not sail through.

## What are some of your dreams or goals from the CMGGA Programme?

**HD:** I had observed that there is little importance being given to human resource development within the administrative structure. My goal was to involve officers and government staff in rejuvenating innovative projects. I attempted to introduce projects that brought about more inter-departmental communication. I believe I would like to leave behind reduced hesitation in communication between departments, and a sense of team spirit that would culminate into a re-invigorated office space as a result of which officers could derive much more satisfaction from their work. The objective is to disrupt the hierarchy and work in synergy.

# Karn Ailawadhi

## What has it been like working with a Deputy Commissioner (DC)?

**KA:** The Deputy Commissioner of Yamunanagar, Mr. R S Kharb, was an officer from the Haryana Civil Services (HCS) before he was promoted to the Indian Administrative Services (IAS), at the age of 58-59. When I was only a year old he was the Sub-Divisional Magistrate of Bahadurgarh. His years as an HCS officer, meant he was very aware of ground realities and had an emotional bond to Haryana. I'm always inspired watching him deal with the public. He's been a very stable influence on my time as a CMGGA, I've learnt a lot from him.

## Has your perception towards the government changed in anyway?

**KA:** I used to think that the credit for the implementation of all government schemes goes to politicians. I had no idea about the role that the administration played. I've learned now that politicians provide the policies instructions and administrators steer the course. In the government nothing is impossible. If there is a project that has been stalled for three years, but now the government wants to push it through within a week, it will be done no matter what. The problem with this approach is that you do not see a real impact and there is no sustainability and there is very less handover. As a Deputy Commissioner, you could be working on a project for 1-2 years, and then get transferred, without being able to see it through. It is one of the biggest problems I've seen in the government administration.

## What are some of your dreams or goals from the CMGGA Programme?

**KA:** I've been a CMGGA for two years now. I am very emotionally attached to the Programme. In our first year, it took us 4-5 months only to understand the system. After 7-8 months we learnt how to implement the projects. Since I had already spent a year learning so much, I applied to be a CMGGA for another year and was granted the opportunity. In two years, I've experienced working with more than 15 departments, a knowledge base that will stay with me forever. Not to mention the communication skills and the confidence that I developed in 24 months. Now I want to study to be an IAS officer.
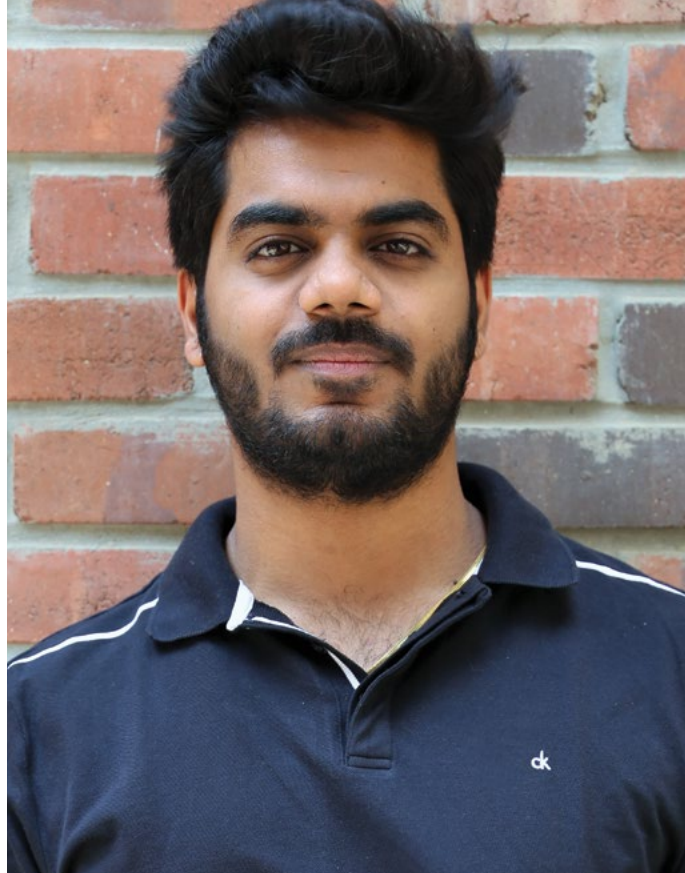
Karn Ailawadhi is from Bahadurgarh, Haryana. He studied in Bahadurgarh, and went on to become a management student at the Indian Institute of Management in Indore. At IIM, he chose not to sit for the coveted placements, but work instead towards becoming a civil servant.

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> *The kind of depth and breadth in public administration we are working with through the CMGGA Programme is very unique*
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# Khush Vachhrajani

Khush Vachhrajani, an only child, was born into a family of doctors in Gujarat. Growing up he had a strong desire to do something different, and decided to pursue engineering from Gujarat Technological University. He was a Gandhi Fellow before joining the CMGGA Programme.

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*The CMGGA journey has been about uncovering truths, about people and society, yes, but most importantly about myself*

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## What motivated you to join the CMGGA Programme?

**KV:** Post-engineering I joined the Gandhi Fellowship for two years, and was working with the tribal communities of Dungarpur in Rajasthan. During this fellowship, I understood what I really liked - rural development. It was something I enjoyed doing as it challenged me. I really liked understanding the society around myself, knowing the dynamics of it and developing it. After which, I joined CMGGA, because I realised that the issues that tribal communities faced were not localised, but were widespread, meaning they were 'similar' in other localised areas, such as Haryana for example.

## Which flagship program of the Government of Haryana do you think has the most impact and why?

**KV:** I think the CM Window is a powerful platform; it has enabled citizens to connect directly to the CM's Office. It has made people more optimistic and more connected with the administration. The CM Window has helped me understand how people look at the 'government' irrespective of political parties, schemes and programmes. A simple thing such as access can do a lot to mobilise and empower people at the grass-root level.

## Has your perception towards the government changed in anyway?

**KV:** I now believe that I see the 'government' not as an autonomous body, but as a set of people with their own set of biases. 'Effectiveness' I believe stands for how well you work with other people for the common good, eliminating along the way as many biases as possible. I've even seen senior government officials cry listening to problems of people.

## Kritika Choudhary

K ritika Choudhary is from Jhunjhunu in Rajasthan, but lives in Jaipur. After school she studied History at Lady Shri Ram College, Delhi University. As a Master's student at the Tata Institute of Social Sciences, Kritika studied Social Work, and specialised in criminology and justice.

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*The CMGGA Programme has been all about perseverance and patience*

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### What inspired you to work in the development sector?

**KC:** Traditionally my ancestors are farmers. My father and his cousins were the first to receive formal education and take on other occupations. Everything that I have been taught revolves around the ideology of taking nothing for granted. That is something I still value because if they had not chosen to take a new path, I would have been in the village, married and with children by now.

### What has it been like working with a Deputy Commissioner (DC)?

**KC:** The Deputy Commissioner of Panchkula has been very receptive of me and my ideas and interests. She appreciates our (Associates) educational qualifications and our efforts towards wanting to make change. When I first discussed working on POCSO with her, she was very encouraging of me working on it, because it was an area that was being neglected. I've questioned her multiple times if the work that I was doing was credible, because many people have doubts about the credibility of us CMGGAs, not her. I feel very lucky to have had the opportunity to work with her.

### What is the one experience from the last year that you hold dear?

**KC:** What motivates me to work every day is something very personal. It's not just about the Programme but as an individual, I have always tried to do things for others. I'm aware that what we're trying to accomplish through the CMGGA, is what my professors in college are also working towards. When I told them that I was applying my education in this field, they were really happy because they have been trying to change things on the ground for 30 to 40 years, and the progress has been slow! It has taken them that amount of time to conduct the research, collect evidence and build relationships with Ministers and Chief Ministers. In the Programme, we conduct research for three to four months, first in the field, then with officials and that increased the credibility of our recommendations. If they think it makes sense it is implemented the next day and that I feel is something really exceptional.

## Manish Kumar Jaiswal

M anish is from Gorakhpur, Uttar Pradesh. He did his civil engineering from NIT Trichy and joined Larsen and Toubro in Chennai as a Procurement Executive. His quest to understand society better and make a societal impact motivated him to be a Chief Minister's Good Governance Associate.

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*I will always remember playing cricket matches with the district administration, and how it brought all the officers together*

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### Which flagship program of the Government of Haryana do you think has the most impact and why?

**MJ:** Harshali Dalal (CMGGA Hisar) and I, were working with the Department of Development & Panchayat on a rural works monitoring system. The aim was to understand core problems in managing and monitoring expenditure towards Gram Panchayat development works. The system pushed for all financial expenditures and related documents to be digitised and stored online. I think this kind of digitisation is really a big step forward and definitely will be rewarding in the future.

### What has it been like working with a Deputy Commissioner (DC)?

**MJ:** It was a very exciting journey for me, his down to earth attitude inspired me and the highlight being that I got to play cricket with DC Bhiwani, Anshaj Singh! We have a cricket team called 'DC 11'. We play a cricket match every Sunday with different teams; like Bankers 11 and Media 11. The concept is basically that everyone develops a good relationship with one another and work efficiently. I think that would be the most exciting part of working with the DC.

### What are some of your dreams or goals from the CMGGA Programme?

**MJ:** I maintained a diary during the Programme in which I wrote everything that was happening to me; so that I could reflect simultaneously and make the most out of the Programme. I read entries I made a few months before and realised that I had changed. For example, I had promised myself I would put in extra time in so-and-so project and I found that I had improved. I would say my dream and goal is to ensure that I don't let Hon'ble Chief Minister down as he has placed his trust in us.

# Mohit Soni

**M**ohit Soni is from Shajapur district in Madhya Pradesh. He pursued his B.Sc. in Biotechnology before completing his LLB from Delhi University. Prior to joining the CMGGA Programme as part of the 2016-17 cohort, Mohit was a Gandhi Fellow. He continued as CMGGA Nuh 2017-18.

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*CMGGA gives you the ability to look at the system from all sides and perspectives*

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## What motivated you to join the CMGGA Programme?

**MS:** I would say my family background and struggle led me to work for the welfare of the people. I saw a lot of struggle both financially and in the way the government had functioned. I remember standing for hours in a queue to issue a certificate at a government office. Soon, I realised that one cannot and should not wait for change to happen, until and unless we take the step forward. I felt that instead of criticizing the government, I should take the initiative to solve the problems I face.

## Has your perception towards the government changed in anyway?

**MS:** I had a different view about the government than I have now. When I was in college, I used to think that I would make India great again if I was given responsibility and the power to do so, and criticised the government for it being static. But, now when I am in the system and have a role to play, I have started to respect the government. I have realised that the government is working. People are making an effort. But, change is slow and takes time. Resources are limited and therefore a strategy is to be in place for us to effectively utilise the resources, which requires deliberate slowness.

## What are some of your dreams or goals from the CMGGA Programme?

**MS:** I would say that I want to change the perception of the people. People, including myself prior to the Programme, have the perception that the government does not work and that their conditions will stay the same as ever. I just want to tell them that this is untrue and that improvement takes time because of limited resources, as I have said before, so strategy and policy has to be thought out. Also, we have a pessimistic view about the future and I want to leave things at a positive note.

# Mridul Dhar

M ridul Dhar is from Jammu & Kashmir, and was born and brought up in Jammu. She studied engineering in Gujarat, and then went on to work with Infosys. She was a Young India Fellow at Ashoka University, before she joined the CMGGA Programme.

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*Many experiences through the CMGGA Programme have shaken me, because it's amazing the amount of impact you can create*

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### What is the one experience from the last year that you hold dear?

**MD:** In the heart of Rewari, there is a badminton court, which until recently was slated to be converted into a community hall, for lack of funds. Because of its location, many women had begun playing badminton there. I spent two weeks playing badminton, and at the end of it, I presented the Deputy Commissioner of Rewari, a financial model that could sustain it. Today the badminton court is still standing, and you can see that people are happy about it.

### What has it been like working with a Deputy Commissioner (DC)?

**MD:** I am a UPSC aspirant, and this Programme has given me invaluable mentors. I've worked with two Deputy Commissioners, and both have taught me a lot. They've watched out for me as a woman, professionally. They are very aware of how gender dynamics play out, because often I'm the only women in a room of 200 people. I often wonder how wise they are, and how they've given me the insight to look at things differently, whether personal or professional. I've also interacted a lot with the Superintendent of Police (SP), she's a woman, and she's inspirational. She's taught me a lot about the politics about the workplace.

### What are some of your dreams or goals from the CMGGA Programme?

**MD:** I'll answer this in categories. I have a relationship with the district, with the CMGGA Programme team and with my peers. In the district, I'd like to see my pilots, Nanhe Kalam, go forward. There's also a research project that I'm doing with the police, and I'd like that to work out because I think that will help in better administration. In terms of the CMGGA Programme team and my peers, I've been very vocal, and I hope that they will remember me for being straight forward.

# Nilanjana Sen

Nilanjana Sen is from Kolkata and was born and brought up in North India. She studied Political Science at Hindu College, and International Relations at South Asia University. Prior to the CMGGA Programme, she studied Contemporary India at the King's India Institute in King's College, London and was an archival researcher.

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> *I was motivated to join the CMGGA Programme because I'm interested in understanding how people aspire to participate in governance*
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## What motivated you to join the CMGGA Programme?

**NS:** At King's College, London, I did my dissertation on Jats and how they are understood in the judicial imagination. My supervisor, encouraged me to go back to India at the time of the Jat agitation to do my research. I interviewed a lot of people who were organising the protests and therefore, I have a lot of Jat friends. I think it was a great way to begin understanding Haryana.

## Has your perception towards the government changed in anyway?

**NS:** I realised that sometimes things move at a very fast pace in the district. However, I don't subscribe to the mission mode approach that the government has. When you think of our nation builders and the process of state formation in India, the wide variety of people who were consulted is absolutely fascinating. Sociologists, anthropologists, criminologists, people who make sense of our society, were consulted to make policies. Today there is a lot of belief in technological interventions and I think that is a major drawback when you are dealing with a society that is largely agrarian and has a very unique socio-cultural composition, especially in Haryana. I feel that blind technological infusion, without regard for the socio-cultural aspects, is not something that will work very well for Haryana.

## What are some of your dreams or goals from the CMGGA Programme?

**NS:** Two things, I hope that some students gain clarity from the mentorship programme I have initiated in the district. The mentors have directed them to places they can apply to as well. If some of them get through, I will be very happy. Secondly, I hope that the work Nishita (CMGGA Jhajjar) and I have initiated with the Haryana Khadi village board takes off.

# Nishita Banerjee

Nishita hails from Lucknow, Uttar Pradesh and completed her undergraduate studies in History from Lady Shri Ram College, Delhi University. She was a Gandhi Fellow and worked at the Digital Empowerment Foundation, before joining the CMGGA Programme.

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*I was always interested in understanding how traditional knowledge and skills can be leveraged to provide employment opportunities to communities today*

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## What inspired you to work in the development sector?

**NB:** It was mostly when I was working with tribes of Rajasthan that I realized the importance of community participation in the efficient working of the government. My experience in the Gandhi fellowship introduced me to vast traditional knowledge which was neglected and considered futile. That experience helped me propel my interest to work with traditional knowledge systems in the fields of agriculture, livelihood and art.

## Which flagship program of the Government of Haryana do you think has the most impact and why?

**NB:** I was involved with two major flagship programs, the Haryana Rural Livelihood Mission which worked for poverty alleviation by promoting women micro entrepreneurship across the whole state. We worked towards identifying the livelihood challenges in Haryana and then solving them with the help of partners like IIT-D by imparting technological interventions in setting up enterprises. The other was the Khadi Village Industries Board. I had an opportunity to study how khadi in gram udyog are looked at and how can interventions be planned to provide employment across the state.

## What has it been like working with a Deputy Commissioner (DC)?

**NB:** The Deputy Commissioner of Jhajjar is a really inspiring woman and is very dedicated to working for woman empowerment and has a gendered perspective to understanding schemes and policies of the government which I lacked personally. This was a huge learning for me while working and collaborating with her.

# Pramod Raturi

Pramod hails from Uttarakhand. He completed his BAMS and went on to work as a Medical Officer for the National Health Mission. On wanting to learn more about Public Health he completed a Masters at the Indian Institute of Public Health, Gandhinagar, Gujarat.

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*I have been able to bring my technical expertise in public health to the table, make informed recommendations and see them being implemented!*

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## What motivated you to join the CMGGA programme?

**PR:** Before completing my Masters in Public Health, I was a Medical Officer with the National Health Mission. As part of the Rashtriya Bal Swasthya Karyakram, I used to run a nutrition drive at the grassroots level. There were barriers in implementation of the recommendation we made to the Chief Medical Officer. I felt very saturated, and wanted to be in the position to drive efforts in a robust manner. That is why I went on to study Public Health and then joined the CMGGA Programme.

## Can you tell us a little bit about the collaboration between the Associates?

**PR:** All my peers do amazing work, and our collaboration is strong, especially through the forums at Ashoka University, the various department workshops and the weekly conference calls. Brainstorming is also a lot of fun with the Associates, because each of us have our own expertise. I bring to the table an expertise in health care, some of my colleagues are experienced in social development and others in education. Everyone is very motivated, and there is a spirit of helpfulness towards each other.

## What are some of your dreams or goals from the CMGGA Programme?

**PR:** The Infant Mortality Rate or IMR in Haryana is 33, and I had a goal to reduce this. My pilot project is very basic, it monitors the work of frontline health workers – but the implications are very far reaching.

# Priyanka Sinha

Priyanka is from a small district in Jharkhand. She studied Mathematics at Venkateshwara College, Delhi University. Over the last four years, she has worked microfinance, education, skill development and livelihoods with organisations such as Pratham, Raajevika and NSDC.

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*The CMGGA Programme has been a 360 degree exposure to the government*

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## Which flagship program of the Government of Haryana do you think has the most impact and why?

**PS:** I think a programme like Beti Bachao Beti Padhao is really influential and has sucked me in when I was working. We are trying to change the mindset of the people by direct involvement in the Administration. It gives me immense satisfaction to influence somebody and fundamentally change their mindsets.

## What has it been like working with a Deputy Commissioner (DC)?

**PS:** The Deputy Commissioner Sirsa, is a former ISRO scientist and a tech savvy person. He's been very friendly and has patiently listened to all my ideas and provided critical feedback as well. We have built a sense of trust and I am positive that I can work under his guidance in any work environment.

## What has been your biggest learning?

**PS:** The CMGGA Programme has helped me get out my comfort zone. Prior to the Programme I was confused about whether I wanted to work in the social sector, but now I have clarity as to what I want to achieve in life.

Everyday I wake up, I think that the Programme is coming to an end; and I would never get such an opportunity again because you're working with an amazing set of people, and you find the perfect combination. In other programmes I've been a part of I've found the training and support to be limited. Here, you have a good Programme team behind you and things actually work. The way the Programme is structured is extremely good and the training received was fruitful.

# Robin Keshaw

## What inspired you to work in the development sector?

**RK:** As a Teach for India fellow, I was teaching in a school in Delhi. I had a really bright student, who was diligent, was always on time, and never missed her homework. One day I was angry because she was late; I took out my anger on her, and scolded her. Later in the day she came up to me and told me that the reason she had come late, was because her father had hit her mother to the point where her mother was bleeding. I was astounded; this young girl had to take care of her mother before coming to school. Despite all the challenges that we couldn't even imagine, there was this little girl doing so well at school. I realised there are a million dreams like her's which are not catered to. If we as individuals are not doing anything, then we are doing something very wrong!

## Which flagship program of the Government of Haryana do you think has the most impact and why?

**RK:** The Saksham Haryana initiative I believe has tremendous impact. One because of its scale, in catering to all students enrolled in government school, and secondly, because it has far reaching ramifications into the future. We talk a lot about the problems plaguing our country in the last 70 years, and this is definitely one way to change that.

## Has your perception towards the government changed in anyway?

**RK:** I've previously worked with government departments, maybe not at this scale, but I've never been cynical about the way the government works, so that way, nothing has changed. What I have learned about is, how decisions are taken and what matters and what doesn't. I've also learned that if something that matters hasn't been done, what levers I need to pull to make sure it happens. We think about the government as a system, but it is really about the individuals within it.

Robin was born and raised in Forbesganj, Bihar. He completed a Bachelor's degree in computer engineering, and a Master in Economics from BITS Pilani. He worked as a Teach for India Fellow and worked for a policy magazine before joining the CMGGA Programme.

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*CMGGA has reinforced in me the values of empathy and humility, and I want to be able to carry that forward*

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# Shailiza Mayal ... **KARNAL**

Shailiza is from Punjab, and has never lived in a city for more than two years, since her father is in the Army. She studied engineering from the Army Institute of Technology in Pune, worked for a year with ZS Associates, and then joined the Young India Fellowship at Ashoka University, prior to CMGGA.

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> *There is no job description for a CMGGA, because it is not a job, it is an experience, an unknown one, and is different for each Associate*
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## Which flagship program of the Government of Haryana do you think has the most impact and why?

**SM:** I appreciate the Beti Bachao, Beti Padhao (B3P) initiative of the government. When I used to read about it as an outsider, and hear about PM Modi's campaign, I was apprehensive and sceptical, I didn't think anything would come of it. After working with the Women and Child Development department, I realised that this is a very old campaign with a new spin to it. B3P is an awareness campaign, geared towards behavioural and mind-set change. For example, the department is encouraging parents to perform poojas not only on the birth of their sons but also for their daughters. This requires a lot of persuasion and energy of the field functionaries. I understand that change is slow, but such efforts are required to at least start conversations around the issue.

## Has your perception towards the government changed in anyway?

**SM:** I've definitely gained a lot of empathy for government officers, but I also feel that isn't the best thing! There are problems, and challenges and shortcomings, but just because you begin to understand them, doesn't mean you begin to accept them. Work can be done even within the existing constraints. There are genuine concerns, especially at the district level, but at the state level, I don't think these concerns should rise. Sometimes I feel if I spend another year in the Programme, I too will become 'sarkari'. I will always question the government even after I am no longer with the Programme, because that is what we need to do.

## What has been your biggest learning?

**SM:** I've learned a lot in terms of stakeholder management and communication. Most importantly, I've gained confidence. I never used to think I could lead a team or a project, but CMGGA made me realise that I can also be an entrepreneur. We work alone in our districts, and handle everything! Multiple interactions with the Chief Minister of Haryana made me realise that our voice was heard, which gave me a lot of confidence.

## Shubhi Kesarwani

Shubhi is from Allahabad, Uttar Pradesh. After school she earned her Bachelor's Degree in Computer Applications from Allahabad University, and her Post Graduate Degree in Social Work from MNNIT, Allahabad. Prior to joining CMGGA she worked for the Youth Alliance.

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*CMGGA has pushed me exercise my thoughts and opinions. There are people who look up to me as an inspiration!*

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### What inspired you to work in the development sector?

**SK:** When I first began university, I met people from varied backgrounds, some who would cycle 30 km every day to come to college. Coming from a relatively privileged background, this hit me hard. During the India Against Corruption campaigns of 2011-12 I was inspired by how an ordinary citizen must take responsibility for what happens in his or her society. Why should one only see, and do nothing about it? I wanted to stop complaining and work instead towards bringing about larger change.

### Which flagship program of the Government of Haryana do you think has the most impact and why?

**SK:** Among all the modules we have worked on I have picked up special interest for Panchayat Enterprise Suite. It is a project that brings in transparency at the village level. A majority of Haryana's population still lives in villages and panchayats are an integral part of their governance. We aimed to educate all people involved. To inform them about the different processes, introduce a sense of accountability, digitise all processes and also give it a sustainable structure. It will take time, but will definitely prove fruitful.

### What has it been like working with a Deputy Commissioner (DC)?

**SK:** Seeing DC Jind work is really exciting and inspiring. He meets almost 100-150 people every single day, and is the Chairman of 75 societies! He is innovative and tech-savvy, and has introduced technology and digitisation in many processes which is a good step to take. I've been able to coordinate a lot of this work, which has been a huge learning opportunity for me.

### What are some of your dreams or goals from the CMGGA Programme?

**SK:** Something we've tried to achieve as a cohort is to strengthen the process of a citizen's complaint or feedback to the government. Citizens must feel responsible and accountable. Personally, I am in talks with DC Jind to create a model village fuelled by only renewable energy. This would be a dream project and I would like to plant its seed as I leave.

# Palak Rawal

**Project Jaagriti, Women Empowerment & Gender Sensitisation**

Palak Rawal was born and brought up in Delhi. She did her bachelors at Khalsa University where she volunteered for community service. Prior to joining the CMGGA she was a Young India Fellow (YIF) at Ashoka University.

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*CMGGA is one of the rarest privileges and opportunities of leading towards change*

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## What motivated you to join the CMGGA Programme?

**PR:** I have been in the Programme for two years. The biggest motivating factor was the constant realization that it's a very rare opportunity to be working with the Haryana state government. The CMGGA Programme allows you to be in the extraordinary position to implement social change. It's a complete mix of top political leaders and bureaucrats. The whole fact that your ideas could take practical form, was inspiring enough. I'm really privileged to have been given this opportunity.

## Can you tell us a little bit about the project you've been spearheading at the state level and what, if anything, would you do differently if given a second chance?

**PR:** I was managing a state level project called Jagriti. It was aimed at reducing gender disparity in the education sector. I worked with the higher education department, on a plan to improve the mobility of girls in the field of education. Because we got an opportunity where a private organisation was willing to educate women and girls, I went ahead with it. What I lacked, which I realised later, was that it should have been analysed strategically beforehand; actually thinking about what hinders mobility and ways to counter it. I hadn't mapped evidences. I think analysing is a must before recommending anything.

## Has your perception towards the government changed in anyway?

**PR:** My perception of the government before was limited to passport offices and such. It has really changed and I feel it gives you the right kind of exposure to the government, before making any kind of judgment. We all have false perceptions. Mine has changed incredibly after the Programme.

# Hemlata

**Department of Agriculture, Department of Finance and Digital Cell (Project e-Office)**

## What motivated you to join the CMGGA Programme?

**HL:** I was always interested in the field of governance. For a brief time, I was in Bihar for election-related work and was really inspired by the things I saw there. Bureaucracy is something I always wanted to understand. I wanted to understand the government-machinery and CMGGA was the best opportunity for me.

## Can you tell us a little bit about the project you've been spearheading at the state level and what, if anything, would you do differently if given a second chance?

**HL:** I was working with the agriculture department, where I helped develop strategies to double farmers income, and reduce pollution caused by stubble burning. I realised that change required extensive on ground policy research before any recommendations are made. What I think I could have done differently is preparing for my projects beforehand given the limited time that we as CMGGAs had.

## Has your perception towards the government changed in anyway?

**HL:** When I started working as a CMGGA I did not have much faith in the government. But when I spent some time, that faith in the system magically grew; I got to know that there were bureaucrats and policy-makers who wanted to make change and were relentlessly trying. Slow change is often due to external factors, and not necessarily specific actors in the system.

Hemlata is from Rajasthan. She did her graduation from Shri Ram College of Commerce, Delhi University, and her Masters in Sociology from Delhi University. Prior to joining the CMGGA Programme, she worked with an NGO and as a political consultant in Uttar Pradesh and Bihar.

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*As a CMGGA, we are respected and our ideas don't just remain ideas!*

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# Apula Singh

**Directorate of Urban Local Bodies and Department of Agriculture**

Apula has lived in Delhi, Mumbai, Shimla and Hisar. She completed her Bachelors in Economics from Lady Shri Ram College, Delhi University, and her Masters in Urban Policy and Governance from Tata Institute of Social Sciences, Mumbai.

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*I've learned to keep my balance and do my work, whether things go well or not, I've learned not to let anything get to my head*

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## Can you tell us a little bit about the project you've been spearheading at the state level and what, if anything, would you do differently if given a second chance?

**AS:** I worked with two departments, the ULB Directorate and the Department of Agriculture. With the ULB my focus was on IT enablement of services - setting up citizen facilitation centres, understanding backend capacities and adoption rates of available softwares. One key thing, that I worked on was working with the ULB department to replace street lights with energy efficient lights across all the Municipalities. I got to study models around the country and recommend the right model, and get in touch with different stakeholders involved. I coordinated conversations between the CMO and the Department to implement the project.

## What has been your biggest learning?

**AS:** There are times when working with the government, that things move really slowly and you have to be patient. Work and results come in batches, and they will always surprise you Towards the end of my year, I had the opportunity to contribute to sustainability commitments by the State of Haryana that were announced by the CM on World Environment Day. Had I not been available or part of the team, I wouldn't have been able to work on it. When we interacted with government stakeholder, they could have perceived us as children, but they heard us out, and gave us their feedback and time, and that is the biggest learning for me.

## Has your perception towards the government changed in anyway?

**AS:** I used to have a perception that bureaucrats don't know what they're doing, but this perception has changed. While working with the department heads, I found that they have clarity for what they want, and they aren't looking for stop-gap solutions, but rather, have big visions for end-to-end solutions that are systemic. I realised they need help with expertise, funds and capacity building of their subordinates.

# Pratik Harish

**Digitisation and Last–Mile Citizen Service Delivery (Project SARAL)**

Pratik is from Bangalore. He completed his graduation in Mechanical Engineering from M.S Ramaiah Institute of Technology. His desire to be a part of positive social change led him to pursue my Master's in Public Policy from NLSIU. Pratik served as CMGGA Kaithal 2016–17.

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*The CMGGA was an opportunity for me to begin contributing to society - something I've always wanted to do*

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## Can you tell us a little bit about the project you've been spearheading at the state level?

**PH:** The SARAL project aims to streamline citizen service delivery and make all G2C services such as ration card, driving licence etc more easily accessible to citizens. The project has two major components: i) Bringing all services onto a single online platform (one web portal) ii) Setting up of one-stop service delivery centres for citizens to access these. Getting an opportunity to work with senior bureaucrats in the government and having an opportunity to voice inputs and recommendations was a unique opportunity at such an early stage in my career.

## Has your perception towards the government changed in anyway?

**PH:** I had this common misconception that people don't really work in the government and that it's a 9 to 5 type of job. This has changed. I realised that there are a lot of well intentioned people in government who are, in some cases, working way more than someone in a private sector job. The level of fire fighting involved, makes it almost a 24/7 job.

## If you could share only learning from the CMGGA Programme, what would that be?

**PH:** The importance and need to focus on implementation. A lot of times projects are conceptualised well and with very good intention but they end up being unsuccessful due to poor planning for the implementation phase. There needs to be more focus on the different contexts and the human resource available for implementation to ensure quality outcomes. Sufficient time and effort needs to be put in during the implementation phase of a project in order to make it successful.
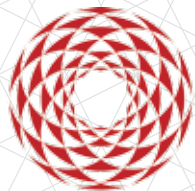
# Looking Back, Looking Forward

Durbeen, A young perspective on working with the government, documents what the Chief Minister's Good Governance Associates contributed to the administrative system of Haryana, and the opportunities that the State of Haryana gave the young Associates in turn. As the third year of the CMGGA Programmes kicks-off, it is pertinent to reflect on its achievements.

The structure of the Programme sets each Associate up for success. Associates enter the Programme knowing they have a period of a year to create as much impact as they can. The CMGGA Programme team works with the Associates to drive state level impact. In the last year, this has been apparent in the outcomes from the Associates' work on Saksham Haryana, Antyodaya SARAL, Grievance Redressal and the Redesign of Tehsil Services. Individually, each Associate had the support of their Deputy Commissioners to initiate pilot projects in their districts. Many have worked on pressing challenges like women's empowerment, education, healthcare and sanitation. Through each of these pursuits, the Associates leaned on each other as teammates working towards the common goal of good governance. Reading through the interviews of the Associates, there is a palpable sense of transformation. Perhaps the greatest pillar of strength has been the guiding support and motivation of the Hon'ble Chief Minister and his office.

As the CMGGA Programme enters its third year, the acceptance and potential of the Programme itself has received tremendous support from the administration as well as the citizenry. This growing support has resulted in greater opportunities for Associates to influence greater impact. Associates are now perceived as an integral part and companion to Haryana's journey of development. The CMGGA Programme has demonstrated a new culture of working with the government and working towards change. It has brought to the state of Haryana, a learning culture that continuously seeks to improve the lives of crores of residents of the state. The work presence of the CMGGAs has also demonstrated the potential that stands before us to curb corruption. In time, the real impact of the CMGGA Programme will reveal itself with positive changes at the ground-level.