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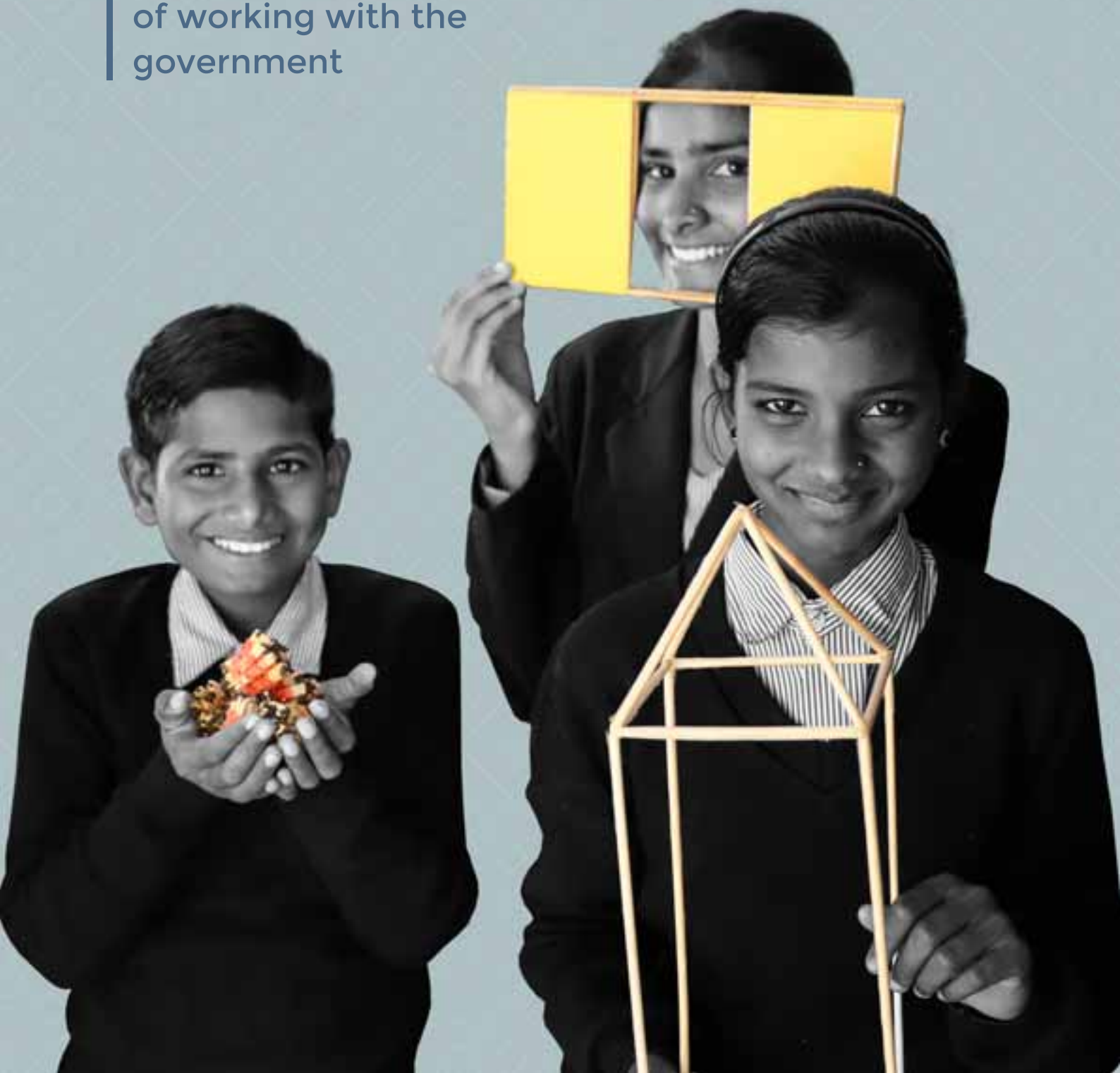
A young perspective
of working with the
government

Durbeen

A young perspective of working with the government

The Chief Minister's Good Governance Associates Programme is a collaboration between the Government of Haryana and Ashoka University. Samagra Development Associates are the supporting partners.

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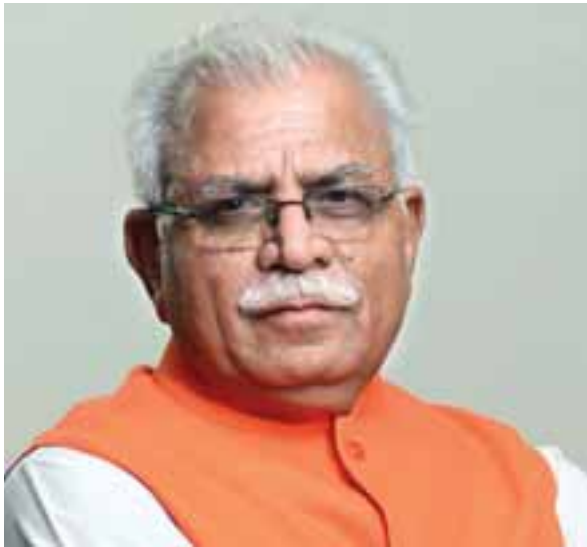- **Neha Kumari**

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MESSAGE

from the
Chief Minister,
Haryana

Shri Manohar Lal

Haryana has been making progress across various development areas such as women safety, sanitation, education and healthcare system with renewed energy and power. The journey of last four years has been humbling, full of challenges and yet motivating to make the lives of its citizens better.

I believe that our role is to be the backbone of development in the state and ultimately contribute to the nation's growth. For this, we needed young and fresh perspective to innovate and streamline services reaching the last mile in the state. I am proud that the Chief Minister's Good Governance Associates (CMGGA) Programme, which started as a partnership between Government of Haryana and Ashoka University in 2016 has been a key player in this front. Associates have been fully living up to their roles and complementing our efforts to fill several gapsvunder the leadership of their Deputy Commissioners and administration.

Multiple projects taken up, whether it is state's flagship programmes such as Antyodaya Saral and Saksham Haryana or tackling district specific issues have borne positive results and has been reflecting directly into the development indicators on the state. An instance of this would be the slow but constant changes visible in Nuh under the 'Transforming Aspirational Districts' programme by Niti Aayog. In just a span of a year, the indicators pertaining to agriculture, health, education and financial inclusion helped in uplifting Nuh.

The ultimate goal is to bring about systemic changes and deliver services in a simpler way to the 2.5 crore citizens of Haryana through an efficient mechanism. The practices suggested by the associates is helping us to move closer to the goal. I believe that with these intensive efforts, our government will be able to change the shape of Haryana as to make it a model state in the coming time.

MESSAGE

from the
Programme Director, CMGGA, Chief Minister's Office

Dr. Rakesh Gupta

As the director of this programme, I am filled with immense joy and proud of all the hard work put in by the associates. In the third year of the programme, associates came with a renewed rigour and a dynamic thought process. Their belief in bringing about change, together with the determined efforts of district administration have resulted in remarkable changes on the ground.

Due to this strong collaboration, Haryana has become the first state to bring more than 485 services on a single digital portal, reaching the last mile in the state through the Antyodaya Saral service portal. We have 115 centers delivering these services at the district level, as well as more than 4000 Atal Seva centers, working at the block level. Another achievement this year has been the Saksham Haryana programme in which 94 blocks out of 119 have been declared Saksham through a third party assessment – i.e, 80 percent of the students are now grade level competent in Hindi and Mathematics. The state is now moving towards Saksham plus – that is improving the English language competency with a renewed charge.

The major question to ask here would be - how were these significant achievements made? Well, in my experience, it is usually an idea planted by the Chief Minister, pushed and streamlined by the associates, not only the third cohort but all the cohorts combined, and the non-tiring efforts of the district administration who keep moving forward and contribute to the bigger change in the state. Every stakeholder is now motivated to bring about change – including teachers, students and citizens themselves to gain positive results.

It also excites me to see young individuals being able to understand policies and helping us better them through the CMGGA programme. Not only in implementing the state government's projects, the associates have been working with dedicatedly by taking particular issues prominent in their districts and providing innovative solutions for it. For instance, project Jaagriti, which started as a women's empowerment initiative in Rohtak, is now being considered as a state wise project and breaking the gender norms and stereotypes amongst young girls, boys and their parents. Similarly, Bhavya Bhiwani project helped us collect and cycle 6 tons of plastic in the district; the state is seeing a social audit being formed in Fatehabad district for the first time.

I wish the cohort the best in their future endeavors and I hope to welcome the next cohort to join us in this exciting journey and making Haryana a better place for its citizens.

MESSAGE

from the Co-founder and Trustee of Ashoka University

Vineet Gupta

In recent years, higher education has been making advances towards ensuring a holistic development of students. There is an increasing emphasis on incorporating 'experiential learning components' in the country's higher education model, in which Ashoka University has pioneered. The Chief Minister's Good Governance Associates (CMGGA) Programme in Haryana is a perfect example of this learning model for students interested in the domain of public administration and social development. The aim at Ashoka is to help associates become well-rounded individuals who can think critically about issues from multiple perspectives, communicate effectively and become leaders with a commitment to public service.

Working as catalysts towards social change, the associates dive deep into key problems and provide innovative solutions to suggest evidence based policy changes and provide a new outlook towards service delivery. They work towards ensuring direct translation of the CM's vision to make a progressive state. The CMGGA team is thankful to Chief Minister for his constant support and interest in the programme regularly, which also is a key motivator for the Associates.

Many bold initiatives taken by the associates such as redevelopment of cities, solid waste management, and promotion of sports and digitalization of education in government schools demonstrate the ability of Associates to create social impact at a large scale which is a reflection of their motivation, problem solving skills and self-confidence developed during the course of the programme. The research projects they undertake allows them to pursue big ideas and make discoveries that will enrich the outside world with promising innovations and parallels drawn for creating social impact.

I wish the current cohort good luck as they move out. I am looking forward to having more young individuals to join us and giving us an opportunity to nurture young leaders.

LIST OF ABBREVIATIONS

ADC	Additional Deputy Commissioner	PES	PES Panchayat Enterprise Suite
ASHA	Accredited Social Health Activist	PHC	PHC Primary Health Centre
AWW	Anganwadi Worker	PMU	PMU Project Management Unit
B3P	Beti Bachao Beti Padhao	POCSO	POCSO Prevention of Children
CMGGA	Chief Minister's Good		from Sexual Offences Act
	Governance Associates	PRI	PRI Panchayati Raj Institutions
CMO	Chief Minister's Office	RTA	RTA Road Transport Authority
DC	Deputy Commissioner	SBM	SBM Swachh Bharat Mission
DI	District Initiative	SDM	SDM Sub-Divisional Magistrate
DLC	District Library Committee	SHG	SHG Self-Help Group
DPC	Drug Prevention Cell	SLWM	SLWM Solid and Liquid
GP	Gram Panchayat		Waste Management
KPI	Key Performing Indicator	ULB	ULB Urban Local Bodies
ICDS	Integrated Child	WASH	WASH Water Sanitation
	Development Services		and Hygiene
MGNREGA	Mahatma Gandhi National Rural	WCD	WCD Women and
	Employment Guarantee Act		Child Development
MoU	Memorandum of Understanding		
NCRB	National Crime Records Bureau		
NGO	Non-Government Organisation		
NHM	National Health Mission		
NIC	National Informatics Centre		
ODF	Open Defecation Free		

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CONTENTS

GLANCING THROUGH THE
JOURNEY OF AN UNIQUE INTERVENTION
CMGGA PROGRAMME

Haryana, best known for its blooming agriculture and love for sports, has come a long way in last few decades and contributes significantly to the country's GDP. Not only the state witnessed improved infrastructure, well connected roads between urban and rural areas, it has also been the industrial hub for many corporate companies, thereby putting it on growth map. While the sex ratio of the state has improved significantly to 934 girls upon 1000 boys, attributing to the Beti Bacho Beti Padhao campaign, there is a lot more potential to make improvements each year. The state is invested to improve quality of education, sex ratio, electricity and overcoming stereotypes.

Realizing and believing in the potential of the state, Hon'ble Chief Minister Mr. Manoharlal Khattar, envisioned Haryana to emerge as the forefront runner in social and public discourse. To be able to achieve this, it required building a robust system in the state, creating and leading social development at scale, build a foundation for efficient and transparent public service delivery. An important component of being able to achieve this was to include a fresh perspective and create momentum in districts for achieving impressive results leading to promising policy changes.

This lead to a forged partnership between Government of Haryana and Ashoka University in the form of a unique platform – Chief Minister's Good Governance Associates (CMGGA) Programme.

UNIQUENESS OF THE CMGGA PROGRAMME

ONE-YEAR EXPERIENTIAL LEARNING FELLOWSHIP PROGRAME	WORKING WITH DEPUTY COMMISSIONERS AT DISTRICT LEVEL
INTERACTION WITH CM AND CM OFFICE	NURTURING FUTURE THOUGHT LEADERS	EQUITABLE GENDER REPRESENTATION IN COHORT
>3,500 APPLICANTS IN THIRD YEAR FROM ACROSS INDIA	21-25 ASSOCIATES RECRUITED EVERY YEAR ACROSS 22 DISTRICTS

HOW DOES THE PROGRAMME WORK?

Offered as a one-year experiential learning fellowship, 21-25 young zealous individuals are recruited every year and placed across 22 districts of Haryana. The associates work directly under the Chief Minister's Office, and in close collaboration between their Deputy Commissioners and administration. A set of state government's flagship programme are converted into modules which the associates implement in their district. They conduct an in-depth diagnosis of the problem statement, identify gaps and provide workable solutions to ensure smooth implementation on ground. Apart from these, the associates also work on edgy issues pertinent in the districts and provide innovative solutions for it. These are popularly known as their district initiatives, which are generally conducted in a pilot mode and if found successful, can be scaled up as a state wide programme. The associates can carry out DIs in two forms – conducting primary and secondary research and implementation on ground, or they can choose to carry out both.

Ashoka as a knowledge partner firmly believes in building capacities of its students through various mediums to make them potential thought leaders in the respective field. CMGGA's structure was designed in a manner wherein the associates get a balanced exposure, both, at the field level as well as during classroom learning, constantly analyzing their learnings and challenges for moving forward. While they get a first-hand experience of working with the government and understand policy changes, the programme also provides them an opportunity to conduct research and come up with workable solutions which can create mass impact and improve quality of a citizen's life.

CMGGA MANDATES AS PART OF THE PROGRAMME

FORUMSA AT ASHOKA

- 15 day policy boot camp at the start of the programme followed by one-week long forums at regular intervals
- Problem solving and Roll out of work design for subsequent terms by Programme team members during the forums
- Project updates and best practices compiled by Associates
- Skill and team building workshops

CHIEF MINISTER'S OFFICE

- Overview of challenges and performance in district by the Chief Ministers Office
- Interaction with the Chief Minister every four months
- Regular presentation of on-going work, innovative solutions and brain storming to the Chief Minister's office
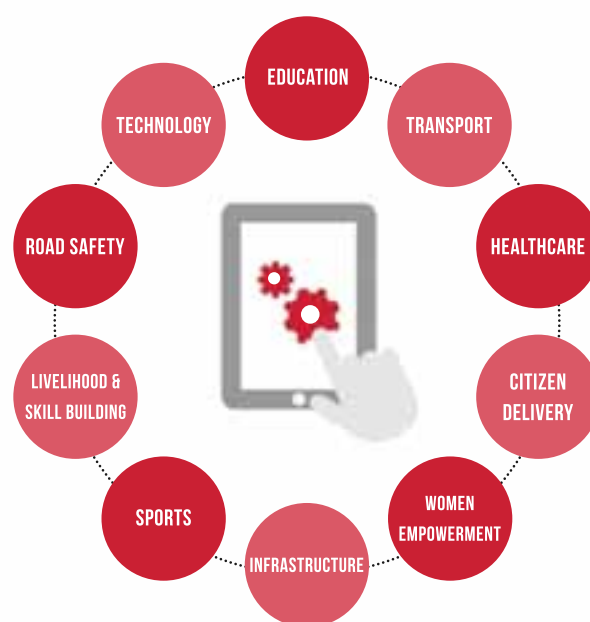
DISTRICT ADMINISTRATION

- Implementation of state's flagship programmes under the leadership of DCs
- District initiatives by associates to provide innovative solutions to pertinent challenges in the districts
- Streamlining processes, gap analysis and strategy development for policy changes in close collaboration with district admin

OVERVIEW AND ACHIEVEMENTS IN THE THIRD YEAR

When the CMGGA programme initiated in 2016 as an experimental model, the associates worked on selective issues and saw the results of implementation of a revised strategy. For instance, in 2016, the major work module for associates included working for the road transport and licensing authority, management of stray cattle and CM window for grievance redressal by the citizens. With each year, the programme deep dived into other challenges as well which needed to be addressed in a phased manner and built from strength to strength in past three years. The associates worked towards re-engineering processes with the end goal of benefitting the citizens of the state across variou domains and increase the benchmark of innovations brought to the table, which has showed positive results. Not only has the cohort taken up more ambitious programmes but also showcased greater rigor to implement changes on-ground. In 2018 itself, Haryana has been recognized for its intensive efforts and impressive achievement under services and education sector.

In the third batch of CMGGA cohort 2018-19, 25 individuals were recruited for the fellowship. The Yearbook is a process documentation of their journey in this one year and highlights the length and breadth of the work carried by them. It also highlights key achievements for the year, successful district initiatives and research undertaken by the associates.

DOMAINS WORKED BY ASSOCIATES

EDUCATION
TECHNOLOGY
TRANSPORT
ROAD SAFETY
HEALTHCARE
LIVELIHOOD & SKILL BUILDING
CITIZEN DELIVERY
SPORTS
WOMEN EMPOWERMENT
INFRASTRUCTURE

CMGGA
TESTIMONIALS

"
The programme has given me two best things - Access and Exposure. Professionally, I have learnt stakeholder management at such wider level. And personally, I have learnt to be more humble from officers in my district.

- **Utkarsha Authey, CMGGA Faridabad**

"
Because of CMGGA programme, I explored varied areas of work and domains. I can think of a project from a larger perspective now in terms of its feasibility and sustainability with quick decision making.

- **Sakshi Srivastava, CMGGA Karnal**

"
I have attained a closer understanding about the functioning of bureaucracy which will keep me in good stead in future as a researcher. I have become more confident in public speaking and interpersonal skills.

- **Nikhit Agrawal, CMGGA Kurukshetra**

"
With CMGGA platform, I have become habitual of taking work seriously and professionally. Working with the district administration in close coordination with state team on various development projects gave me a 360 degree perspective of development sector at large. Personally, I have started applying concepts of consulting in my personal life as well.

- **Radhika Singhal, CMGGA Hisar**

"
Professionally and personally, the programme has made me learn to have a structured approach for problem solving – diagnosis of an issue, identifying problem statements suggesting realistic actions for solving it. Also, to learn the importance of understanding and managing diverse set of stakeholders.

- **Vaibhav Limaye, CMGGA Gurugram**

"
The CMGGA program is a life changing experience as it pushes you to bring out the best in you. All the associates and the programme team are really hardworking. The whole team constantly supports each associate to create impact. The programme has made me sincere in my approach towards work and helped me to improve my soft-skills.

- **Mohit Kumar, CMGGA Hisar**

"
The CMGGA platform has given me opportunities to build my skills as a professional. I am now extremely comfortable with multiple stakeholder management, working as part of a big team as well as understanding of nuances for planning at the micro-level.

- **Sumit Chaudhary, CMGGA Rewari**

"
In professional capacity, the programme helped me understand that broad social problems can be broken down into specific components and can be worked upon. It helped me understand what 'Planning, Implementation and Monitoring' at a scale means. It also made me more sensitive and understanding towards different perspectives.

- **Poorvi Chaudhary, CMGGA Sirsa**

"
For me personally, my management skills have improved to strike a balance between personal and professional responsibilities. I have learnt to use a number of software platforms which are important to present data as well as improved presentation delivery. Following the principal of 'Aspire, Inspire and Perspire', the programme keeps motivating you to do better.

- **Saroj Choudhary, CMGGA Panchkula**

"
Exposure is the common and most important thread of my personal and professional development during the CMGGA programme. Exposure to: high levels of professionalism, on-ground governance, policy and program formulation, management and implementation, and the life in public service.

- **Md Zishan Khan, CMGGA Palwal**

"
Professionally, the one large take away has been the importance of stakeholder management. Mastering this skill requires much more than having the assumption of automatic alignment among of all involved towards the collective goal. The harder skills gained included presentation making and presenting in a way that is valuable for all the man hours.

- **Anjali Sharma, CMGGA Jind**

"
The programme has helped me think quickly on my feet, as well as remain calm and composed during tense situations. I have also become a better public speaker, composing my thoughts better as a result of our involvement in a large number of meetings comprising multiple stakeholders.

- **Shubham Bansal, CMGGA Yamunanagar**

TESTIMONIALS

"

The Programme helped me view government initiatives from a bureaucratic perspective and in developing a nuanced approach for effective and efficient implementation of a policy or initiative. Most of all, it has taught me the importance of thinking big to create impact at scale.

- Kuvam Mehta, CMGGA Sonipat

"

Working as CMGGA has been a roller coaster ride. From working for few schools to implementing flagship programs of the State in the district of 15lakh population, the scale has been huge, and with such scale, comes solid experiences. I learned how collaboration is important in real means and can result in high impact outcomes which are scalable and sustainable.

- Deepshika Chhetri, CMGGA Panipat

"

Professionally, the programme has made me resilient to the changing nature of work and the work load. Did not know I would be okay to work for 16 hours of the day and enjoy it. Being able to strike a work and personal life balance has also been an important learning for me. On a personal note, I have become a lot calmer even in tense situations.

- Himansu Pandey, CMGGA Bhiwani

"

My CMGGA journey began with a huge risk and fair warning from friends as they thought that this risk could be my biggest mistake. Fortunately, this one year programme not only proved people wrong but also changed my perception about 'change'. Myprofessional and personal growth has been steep. I came with a vision to be like a dandelion- whose impact should reach far and wide.

- Suvidha Jani, CMGGA Karnal

"

I have a better understanding of the complex structure of governance, thanks to the CMGGA programme! It strengthened my stakeholder management skills as a result of immense amount of inter-departmental coordination required in my daily work. It also taught me to be tougher and more resilient.

- Priyanka Kandola, CMGGA Fate

"

Through this programme, I got the opportunity to work on a variety of projects with all kinds of stakeholders like officials, support staff, field staff,citizen-led welfare organizations and citizens coming from varied socio-economic backgrounds. Getting such an exposure in itself is a huge learning. I havestarted looking at problems from a solution oriented mindset with tangible outcome.

- Juhi Nijhawan, CMGGA Ambala

"

The programme gave me a great learning environment and varied experiences to hone my skills. The experience of working as a CMGGA in itself is the biggest learning. Being able to solve even a small problem gives me immense joy and motivation to work more towards achieving large goals.

- Chandrani Roy, CMGGA Kaithal

"

CMGGA Programme gives you an opportunity to move beyond just knowing problems, but actually understanding them at a deeper level. My journey of last three years with the programme has been full of surprises and overwhelming emotions. Working in Nuh brought me closer to seeing a positive hope even in toughest situations.

- Mohit Soni, CMGGA Nuh

"

On professional front, this programme was very rich for me. It taught me importance of interpersonal skills to deliver the best with limited resources. Field and forum approach helps you brainstorm and learn new things from peers. Constant feedback on our strength/weakness along with team building session made me a good team player.

- Himanshu Gupta, CMGGA Mahendragarh

"

The programme has definitely helped me in gaining professional skills such as stakeholder management and interpersonal communication, which was one of my objective of joining it. Personally, it helped me in networking a lot.

- Tanya Sharma, CMGGA Jhajjar

"

The key aspects of my professional development over the course of the programme stemmed from being deeply embedded within the administrative ecosystem of the Department of School Education. Understanding the importance of stakeholder management and applying it - day in and day out - to drive the envisioned outcomes is the biggest takeaway for me.

- Sindhuja Guda , Chief Minister's Office

"

CMGGA Programme gives you an opportunity to move beyond just knowing problems, but actually understanding them at a deeper level. My journey of last three years with the programme has been full of surprises and overwhelming emotions. Working in Nuh brought me closer to seeing a positive hope even in toughest of situations.

- Mohit Soni, CMGGA Nuh

NURTURING POTENTIAL
THOUGHT LEADERS
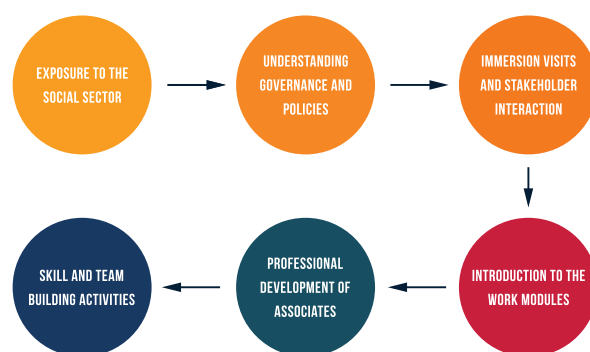### FORUMS AT
ASHOKA UNIVERSITY

How often have we seen academia and governance working together? CMGGA is a perfect example of this collaboration and has made remarkable impact in last three years in Haryana. Ashoka as a knowledge partner in the programme, encourages its students to make a difference on ground while also refining their learning abilities by just not following the theory of public administration, but by also experiencing it practically at a large scale. This structure has been purposely thought to leverage students to become fully equipped with the skills such as critical thinking, effective communications and understanding multiple-perspectives and needs of the target audiences. The transformation and the expedition by the associates is acknowledged from time to time attributing to the proof-of-concept presented by them each year reflecting the positive changes in the citizen delivery in the state.

FIELD-TO-FORUM APPROACH FOR HOLISTIC DEVELOPMENT

The Programme starts with an intensive 15-day Induction programme at Ashoka University. This is designed to help the Associates learn about the functioning of the government, as well as skills necessary to work with the program. In these 15 days induction, the associates get exposed to the various departments and legislation of the state. An immersion visit of two days is also organized where the associates travel to selected districts to experience a DC office, a primary health center, a government school or a gram panchayat, which is an opportunity for the cohort to interact with the community and experience the socio-economic setting of Haryana. Apart from this, the state's flagship programme are discussed which also become the work modules for the associates.

INDUCTION OF COHORT AT ASHOKA UNIVERSITY
FOR A HOLISTIC EXPERIENCE IN SOCIAL SECTOR

EXPOSURE TO THE SOCIAL SECTOR → UNDERSTANDING GOVERNANCE AND POLICIES → IMMERSION VISITS AND STAKEHOLDER INTERACTION → INTRODUCTION TO THE WORK MODULES → PROFESSIONAL DEVELOPMENT OF ASSOCIATES → SKILL AND TEAM BUILDING ACTIVITIES
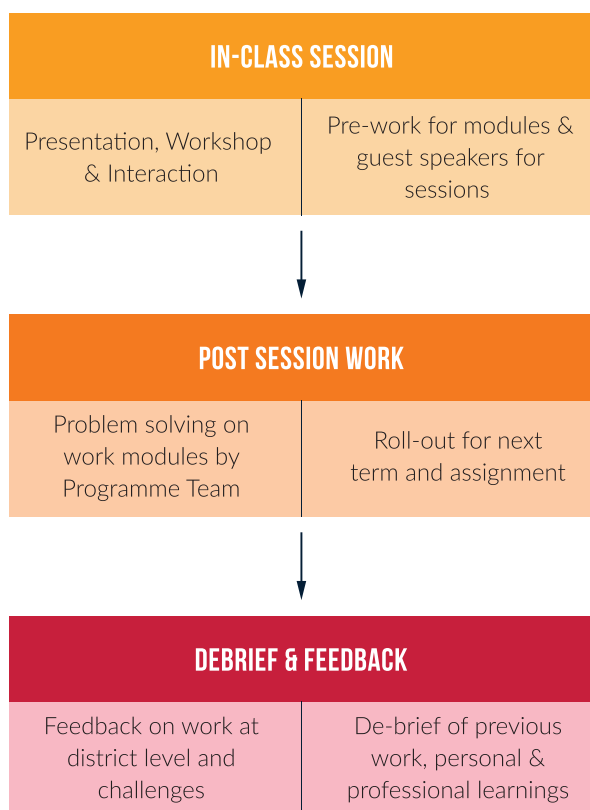
To be able to understand and implement these projects, they are also exposed to theory of change and basic of policy advocacy. Guest speakers, who are an expert in these subjects are invited to talk to the associates and help them get an overview of the social sector. Officials from government departments also take sessions in this period and shares their perspective on public administration as a whole.

5

Since this is also the first time when the cohort comes together, various team building activities such as role plays on social issues, talent shows including singing, dancing and poetry are conducted to bring the team together.

The CMGGA Programme Team provides day-to-day guidance and support to the Associates in all work pieces, including expert academic guidance from Ashoka for conduct of research as part of the programme. CMGGAs being working continuously on the ground in a fast-paced system with changing dynamics, research allows them to pursue big ideas and make discoveries that will enrich the outside world with promising innovations and parallels drawn for creating social impact.

Adopting a field-to-forum approach as part of the programme, the associates work in the districts for seven odd weeks and then gather at **Ashoka University for a week long forums.**

IN-CLASS SESSION	
Presentation, Workshop & Interaction	Pre-work for modules & guest speakers for sessions

POST SESSION WORK	
Problem solving on work modules by Programme Team	Roll-out for next term and assignment

DEBRIEF & FEEDBACK	
Feedback on work at district level and challenges	De-brief of previous work, personal & professional learnings

The forums are designed to oversee challenges, synthesize learnings and ideate to work better.
The programme team members interact with associates for their respective modules to understand the diagnosis of the problem in work streams, enabling problem solving and discussing workable solutions to streamline existing programmes at the state level.
The forums also provide space to the associates to engage with each other as a cohort and brainstorm on statewide issues with their peers.

The Programme Director of the CMGGA Programme from Chief Minister's Office takes a close look at the proceedings of various projects at the district level himself by meeting the associates during the forum.

FROM PERSONAL TO PROFESSION GROWTH

Since the programme has logistic needs such as filling multiple trackers and documentation of the district specific progress and challenges, the associates are oriented on use of technical package such as PPT, Excel and documentation. In order to ensure personal and professional growth of the associates, various simple but effective methods have been curated, Ashoka forums being one of them. The programme teams also connects weekly with the associates to discuss specific issues and bridging the gap in implementation of projects in districts. Buddy calls are made to the associates in every 15 days where a person from the programme team interacts with a set of associates to track their professional and personal growth.

FORUMS AT ASHOKA

Forums organized at Ashoka University in every 7-8 weeks for discussing learnings, challenges and solutions

WEEKLY CALLS

The Programme Tech connects with all the associates every Tuesday through a conference call for 30-60 minutes to give project updates and problem recognizing associate of the week

BUDDY SUPPORT

Every associate is personally mentored by a member in the Programme Team in solving both personal and professional issues through buddy calls in every 15 days

PROFESSIONAL DEVELOPMENT

As a part of the forum, the associates are interacted with by the Programme Team through intensive one-on-ones for discuss their issues in-depth, areas of improvement and achievements.

The spirit of the cohort is charged up in every forum by interesting skill and team building activities by guest speakers who interact with the associates and help them channelize their energy positively. Physical and mental exercise and activities are carried out with them as part of the workshop which helps in building the cohort as a dedicated team working towards a larger goal of creating mass impact on ground. Apart from this, the associates can also access other facilities in Ashoka such as the library, events being organized in the campus, guest lectures, sports as well as cultural activities.

Pertaining to this balance of inducing learning by synthesis, nurturing their thoughts and knowledge exposure through Ashoka, not only have the associates been able to bring a culture of team work, transparency and effectiveness in the system, but also inducing a disciplined approach with their administration in creating a large scale impact for the citizens.

MODULES

Modules are assignments focused on the flagship programmes of Haryana and are conducted uniformly and simultaneously by associates in each of their districts. Generally, the modules are decided collectively by the Chief Minister's Office officials and Programme Team members during the start of a new Associates conduct diagnosis around the issue and implement the set strategies designed by the Programme Team, and streamlining the services across various domains.
In the year 2018-19, the associates worked on seven modules, which are covered in this section.

A DIGITAL OUTLOOK FOR CITIZENS
ANTYODAYA SARAL

To transform citizen service and scheme delivery in Haryana by digitization of services

July 2017

Government of Haryana envisioned a paperless, cashless and faceless service delivery mechanism for its citizens to give them a smooth, effortless and transparent experience in 2017. In addition to efforts of the Chief Minister's office for over a year to strategize and enable such a state-of-the-art service delivery mechanism across Haryana, CMGGAs worked in close collaboration with their respective Deputy Commissioners and administration to make this is a reality.

HOW

A detailed strategy was developed for the roll out of Antyodaya Saral initiative by the Digital Haryana Cell at the CM office, which was implemented uniformly across districts by the CMGGAs. These included bringing all G2C services on an integrated online platform, revamping all citizen touchpoints across the state, ensuring availability of G2C services/schemes on all the citizen touchpoints, adhering to the RTS define timelines for delivery of services/schemes and building an active communication channel between the state government and citizens across the state. Visibility of performances were tracked using a dashboard every month by the department heads as well as the programme director of CMGGA programme at the state level.

A mobile application called Antyodaya Saral Dashboard has been created for the officials to directly trace the progress and status of citizen's requests across departments. In January 2019 itself, 1.4 lakh+ applications have been received on the online portal, 40,000 applications have been registered in Saral Kendras and 20,000 applications in Atal Kendras.

In order to gauge citizens' feedback, more than 8 lakh IVRS calls have been made since the launch of 115 Saral Kendras in December 2018 taking key note of the factors such as the applicants' overall experience, politeness of Kendra operators, ease of applying for applications and mapping the source of awareness about Saral services. Average feedback score for service delivery is 4.3 out of 5, attributing to morethan 50 training sessions conducted for the operators of the concerned departments across districts till date. Over a span of two months post the launch, more than 50 reviews in consultation with 400+ officials have been conducted by the DCs, ADCs and CTMs to review the status of walk-in closure of departments of whom the services and schemes have been already digitized on the portal.

ACHIEVEMENTS

- Antyodaya SARAL offers more than 485 services and schemes across 37 departments on a single digital platform – a feat achieved for the first time in India.

- A total of 115 service delivery centers called Saral Kendras have been set up providing these services and schemes across all districts of Haryana.

- At the block level, more than 4000+ Atal Seva Kendra have been enabled to use this platform along with a functional helpline number (1800-2000-023) for citizens.

- In total, more than 28 lakh applications have been received on the Saral portal in the last one and a half years since its launch.

- More than 56,000 plus calls have been received on citizen helpline since July 2018 and 80,00,000 + citizens have been reached out through SMS notifications on their application status

- Haryana Government recently won the award in the category of most innovative citizen engagement for Antyodaya Saral project at the Digital India Conclave organized by Elets Technomedia in Chandigarh, other awards include CSI Nihilent e-Governance Award and Indian Express Digital Leader in Enterprise Application Category

QUICK FACTS

- First state to bring 400+ G2C services and schemes on an integrated platform available at all citizen touchpoints

- The platform has been developed in-house by NIC Government of India and NIC Haryana under the ownership of the Department of Electronics and IT, Haryana.

- It costed less than 5 crore, including manpower, server infrastructure and maintenance.Very less when compared to similar models in other states.

- 130+ member team (NIC GoI + NIC Haryana + Department tech team) involved in the implementation of the platform at HQ

- Created without dismantling existing online department systems – Integration of Antyodaya SARAL Portal with existing systems through API.

- 12 departments who were completely offline in service delivery have been transformed into completely online mode for the first time (Apply + Processing).

- 400+ schemes and services on a single platform + Revamp of 82 centers have been achieved in a record time of 9 months.

BEYOND THE CLASSROOM WALLS
SAKSHAM HARYANA

A statewide campaign to make students of government schools in Haryana grade level competent by March 2019 through an encouraged participatory learning approach by teachers.

April 2017

BRIEF

Focused on improving the quality of education in elementary schools, Saksham Haryana aims to move the state from traditional ways of teaching to participatory and innovative methods to help students understand concepts with utmost detail and logic. Students learning levels are assessed by a third party (Gray Matters India). Once 80% of the children in a block tested by GMI are assessed to be 'grade level competent' in both Hindi and Mathematics, the block is declared 'Saksham'. When every block in a district gets the Saksham tag, then the district as a whole is declared as Saksham. While Hindi and Mathematics were selected as subjects to focus on in the first phase, in the second phase, English became the focus. The CMGGAs taking part in the programme drove implementation of Saksham initiatives on the ground while also looking at replicating best practices emerging from the other districts.

HOW

Saksham Haryana initiatives were split into sub-modules and CMGGAs drove their implementation on the ground. Progress was driven by more than 150 regular reviews at different levels chaired by Deputy Commissioners, SDMs, and DEOs as well as block and cluster-in-charges. Teachers maintained Saksham registers to track minute details of the students - subject wise and skill wise, thereby, identifying their strengths and weaknesses to direct their teaching efforts on the weakest areas. Multiple initiatives including daily remedial classes, strengthening MAT exams, monitoring by officials in schools through regular school visits have also been taken up. Teachers conducted regular assessments of their students' learning levels in the run up to the 'Mega Saksham Ghoshna' exam. This exam, which took place on February 12, 2019, tested the learning levels of children across Haryana. A block was declared 'Saksham' if over 80% of the children tested were assessed to be 'grade level competent' in both Hindi and Mathematics. In order to appreciate the faculty for their efforts and encourage them for future, Star Teachers were recognized and awarded for continuous work with students and achieving 'Saksham' status.

ACHIEVEMENTS

- A total of 94 blocks across 22 districts have been declared Saksham as of February 2019.

- Nine districts have attained the status of 'Saksham' with all their blocks becoming Saksham.

- More than 150 regular reviews have been conducted with various government officials at various levels.

QUICK FACTS

- 30-40% of students in government schools were grade level competent in Haryana in 2013-14

- 50-60% of students in government schools were grade level competent in Haryana in 2015-16

- 84% of students in government schools were grade level competent in Haryana in 2018-19

- There are more than 15,000 Digi-LEP groups across Haryana which provide digital teaching materials to the 119 teachers who are its members.

UNLOCKING CREATIVITY AND KNOWLEDGE

MODERNIZING DISTRICT PUBLIC LIBRARIES

To streamline the working of library branch and structure the processes to facilitate a state-of-the-art library in every district of Haryana and build a knowledge hub and learning resource center for various stakeholders, thereby inducing a culture of exploration, discovery and love for learning.

February 2018

BRIEF

Arising from the demand to have better facilities in a library and accountability and support mechanism to the staff, a pilot was initiated in 2017 in Jind for renovating and modernization of the district library. The process involved forming a District Library Committee, which reduced the dependency on the Higher Education Department for funds and empowered the district authorities to provide better facilities. The renovated library saw an increase in footfall of stakeholders including both male and female students, teachers as well as senior citizens. Following the success of this pilot, the Hon'ble Chief Minister, in 2018 took the decision of setting up of functional District Library Committee (DLC) in every district of Haryana to oversee the renovation of existing libraries, construction of new libraries wherever it was non-existent and focusing on regular maintenance and management of libraries locally.

HOW

A four step strategy was designed to achieve the overall vision of the initiative – registration of District Library Committees in every district with DCs as their chairpersons, budget approval from the concerned department at the state level, construction and renovation of libraries across districts, and ensuring their operationalization and inauguration. During the pilot phase of the initiative in Jind in 2017, more than 80 students were surveyed who raised concerns about the situation of the library such as stocked books which were never issued due to the lack of a librarian and a monthly fee charged just for providing a silent area. Following this survey, resource generation and research was conducted for addressing issues related to gathering funds, architecture revisions and tender work allotment. Availability of resources such as proper seating for 200 students, washroom and drinking facilities, audio-visual room, computer with free internet connectivity, availability of competitive books and CCTV cameras were put in place.

ACHIEVEMENTS

- Out of 21 DLCs, 16 are currently functional while others have been notified by the Deputy Commissioners in their districts.

- 16 libraries will be launched in 2019 after their SOP based modernization.

- Footfall in the libraries has increased from 50 to an average of 200 students on a daily basis.

- The most important trend observed was a shift of students from private to public libraries.

QUICK FACTS

- Jind is the first district to have a functional district library with modern amenities in place which provide hassle free access and facilities

- DLCs have been made functional in all districts of Haryana in an unprecedented initiative

- More than 200 students are being reported to use the libraries on a daily basis

- Proper guidelines and rules have been developed to maintain discipline within the library premises

- Official email ids, bank accounts, letterheads and receipt books have been put in place

- Implementation of e-Granthalaya – a library management software developed by NIC has been carried out in order to maintain data and records

TOWARDS A CLEAN AND ENVIRONMENT FRIENDLY HARYANA

SWACHH SARVEKSHAN

To improve and achieve the highest standards of solid and liquid waste management in Haryana through a structured roadmap whileworking in collaboration with Urban Local Bodies, sanitation staff and the citizens.

Launched by the central government in August 2016, implemented by CMGGAs in Haryana since August 2018 for Swachh Sarvekshan 2019

BRIEF

The issue of cleanliness and sanitation goes beyond building of toilets. Following the roadmap provided by Swachh Bharat Abhiyan, the state of Haryana has been continuously working towards improving the solid liquid waste management practices carried out within the State. CMGGAs work in collaboration with different government stakeholders while ensuring awareness amongst citizens in order to ensure that steps such as segregating waste at household levels are carried out. The annual survey and ranking of over 4000 cities in India published in March 2019 was a reflection on the ground-work being carried out since the last one year and the key improvement areas which will require the administration's focus in future.

HOW

The initial step involved analyzing the parameters of the Sarvekshan toolkit - divided into four buckets -
(1) Service Level Progress, **(2)** Citizen Feedback,
(3) Certification and (4) Direct Observation.
Post gathering experiences of the functioning of the ULBs in Haryana and their best practices, workable solutions were designed in consultation with the Directorate. CMGGAs worked closely with the Municipal bodies for 6 months to make Haryana a 'fully Swachh' state by 2019. This included direct work on the ground, improving communication across the state and extensive review as well as monitoring. It also included segregation of waste through door-to-door collection, street cleaning and effective monitoring followed by regular transportation of the collected waste to the site, pushing for a centralized and de-centralized waste processing units with bulk waste generators, ensuring safe disposal with adopting environment friendly techniques such as recyclable waste and landfills, and creating a sustainable sanitation system with sewerage network and processing facility for faecal sludge. Regular meetings, active field monitoring visits and discussions with the Hon'ble CM have been paving way to achieve top rankings in the Swachh Sarvekshan.

ACHIEVEMENTS

- Haryana has achieved 9th place in the all India state wise rankings for Swachh Survekshan 2019.

- Four of Haryana's ULBs score in the top 100 Cities, with Karnal coming within the top 25 cities across all India. Rohtak has moved up 226 places since 2017, while Panchkula has moved up 140 places.

- Assandh Municipal Committee, in Karnal District, won the award for Cleanest City in the North Zone for >25,000 to 50,000 Category.

QUICK FACTS

- The exceptional work in Karnal was recognised by through Skoch Order of Merit to the Haryana Directorate of Urban Local Bodies for 'creating awareness about waste minimization amongst students of all schools of Karnal'

- Various small pilots and initiatives have been undertaken by districts which have shown positive results such as 'Plastic-free Bhiwani', composting pits for gardening manure in Hisar

- In 2019, 13 ULBs have achieved ODF+ status while 8 have achieved ODF++ status. Even more ULBs in Haryana have been motivated now to start working towards these certifications in order to further improve Haryana's Swachh Sarvekshan rankings.

ULB	2019 RANKING	2018 RANKING	2017 RANKING	RANKING IMPROVEMENT 2017 TO 2019
KARNAL	24	41	65	41 places improvement
ROHTAK	69	89	295	226 places improvement
PANCHKULA	71	142	211	140 places improvement
GURGAON	83	105	112	29 places improvement

TURNING TABLES
FOR PROFITS
ROADWAYS

Driving interventions to bring about a turnaround of the financial status of Haryana Roadways by identifying and overcoming bottlenecks in achieving cost efficiency and higher revenues while ensuring the quality of services.

2018

Haryana Roadways has been experiencing mounting losses for many years now, and has incurred losses amounting to 680 crores in 2017-18. The increasing losses have been a cause of concern to the exchequer and required constant intervention by the state. While most states have State Road Transport Undertaking (SRTUs) which function as corporations helming the roadways management, Haryana Roadways is in a unique predicament as it remains one of the few states to have the transport department managing the roadways which limits the administrative and financial autonomy of Haryana Roadways. Hence, it becomes imperative to turnaround the methodology in a way where it could bring higher revenues simultaneously ensuring effective and efficient service delivery to the citizens.

HOW

A three step strategy has been adopted by the state – deep-diving into the income statements of Haryana Roadways, interviews with the Department leadership and depot functionaries and studying profitability of SRTUs of other states such as Andhra Pradesh, Karnataka, Bangalore and Uttar Pradesh. Several problem statements were identified such as inefficient utilization of resources at Depot level, lack of cohesive planning, non-fare revenue generation, underestimated use to technology, data based monitoring and decision making. CMGGAs worked on diagnostic and implementation of various activities in this regard. They have been working closely with the transport department to improve resource management, use of new- age technology,ensuring implementation of guidelines and policies and financial restricting. The Jan-Feb 2019 term was implementation oriented with a focus on improving planning and operations under transport. The solutions were divided between state and depot level and the framework was shared with the CMGGAs.

Few districts piloted small activities to tackle the issue. For instance, Bhiwani used a duty allotment software to reduce overtime, improve staff utilization as well as fleet utilization. Data backed by performance reviews were initiated at every depot to improve KMPL and receipts per km. Focused reviews have helped Nuh in achieving the best KMPL in the state. These constant efforts has resulted in reducing the cost deficit by Rs 120 crores until January 2019.

ACHIEVEMENTS

- Studying the problem areas and strategy in place for the first time to overcome the problem statement in Haryana Roadways.

- The solution framework developed has not only ensured information symmetry across the board, but also in sourcing feedback from stakeholder about it.

- Fleet utilization strategy has been working in positive directions. Key performance indicators for various factor such as – outsourcing of maintenance services, fuel efficiency training, re-designation of operational staff, revision of operational staffing norms and depot level route rationalization are being mapped regularly.

- CMGGAs have also compiled a repository of best practices from all the depots and implemented some of these practices in such depots which needed refining and restructuring.

QUICK FACTS

- Highest performing districts in Haryana include – Sonipat with 96% high fleet utilization, Bhiwani with 63% for high staff utilization

- Depot level pilots undertaken such as - duty allocation and management software inBhiwani, route optimization in Rohtak and Charkhi Dadri

- Lunching parcel services

A STEP TOWARDS A POTHOLE FREE HARYANA
HARPATH

To make Haryana pothole free and motorable by driving citizen participation in reporting through Harpath mobile application and ensuring compliance of more than eight departments

2018

BRIEF

Harpath is a mobile application, conceptualized to make Haryana pothole free by encouraging citizens for filing redressals related to damaged roads near them. The Harpath platform can be operated both over the internet as well as on mobile phones. The initiative targets to put a pro-active governance system in place wherein the citizens' grievances are addressed within 10 days of registration. The before and after photos of the roads are posted on the dashboard to showcase the current status and progress. Prior to Harpath, it was very difficult for the citizens to report grievances related to roads. The task of identifying the owner department of a particular road was tedious. Now, with the advent of Harpath, citizens are only required to file the complaints and the platform automatically identifies not only the concerned department but also the respective engineer responsible for the maintenance of the road (under PwD, ULB, HSVP and HSAMB).

HOW

Extensive efforts were made to institutionalize the use of application amongst the officers as well as citizens. The application enabled the CM office and the officers to witness the process of road repair stuck at various levels, which provided to the administration a tool for getting transparent and real time information to act upon. Aimed at improving the conditions of roads, a three phase roadmap was designed for achieving the status of 'pothole free' Haryana. Key Performance Indicators (KPIs) were defined for each of the districts on the basis of which a district would get star rating. These included number of complaints undertaken, reject ratio, percentage of redressal within 10 days and the percent of complaints reopened by citizens.

In phase I (November 2018), all the districts and departments were asked to attain a 4-star rating based on the set KPIs. All 4-star rated districts deployed Saksham Yuvas and department personnel themselves to conduct a Road Scan and file complaints on Harpath in Phase II (February 2019) . After fixing the internal redressal systems and repairing all the existing roads, Phase III (May 2019) aimed at ensuring the roads are maintained through continuous monitoring by citizens themselves through promotion drives using IEC materials. This is to ensure the sustenance of the "pothole free" status. The CM Office continuously monitors the performance of the departments and ensures these are taken up by the concerned engineers and resolved in time. The process for inclusion of roads under few departments such as Railways and Panchayat etc. on the app is currently in progress. Harpath also provides a comprehensive dashboard for monitoring the performance of every engineer.

ACHIEVEMENTS

- Since inception, 60, 000+ complaints have been registered out of which 81 percent have been redressed successfully.

- Government of Haryana has developed this app in a highly cost effective manner, using indigenous GIS technology developed by ISRO.

- The app has also attained a 3.5 rating on Google Play Store.

- The timeline for resolving any complaint has been set to 10 days.

QUICK FACTS

- The project was initiated as a pilot in Hisar in 2017 and the concept was later presented to ISRO

- NIC Haryana developed Harpath app internally and under the guidance of ISRO

RESEARCH AT ASHOKA

In line with Ashoka's mission to help create well-rounded individuals who are able to think critically about issues from multiple perspectives and communicate effectively, the CMGGA programme provides a multi-faceted platform to the associates to conduct research during their work on-field.

The synergy built as part of the CMGGA programme provides a perfect opportunity to its associates to create evidence-based studies during their stint in Haryana. While they work towards a fast-paced implementation of policies on ground, undertaking research allows them to pursue big ideas and make discoveries that will enrich the outside world with promising innovations and parallels drawn for creating social impact.

With an added advantage of the exposure and understanding of how the system works, the associates can seek out the underlying causes of complex social problems and collect evidence to support their hypothesis. It is imperative to ensure that the research conducted is relevant and proactive in addressing the on-going policy concerns. CMGGAs take relevant issues and conduct comprehensive field work and due analysis to impact or suggest innovative to fill in the gap areas. In this process, they create a repository of best practices and contribute towards evidence based policy making, which has a larger impact and reach.

IMBIBING CRITICAL RESEARCH AND ANALYSIS SKILLS: COLLABORATION WITH UC BERKELEY

In order to provide the CMGGAs with a structured guidance for carrying out research on intensive issues, Ashoka collaborated with UC Berkeley to have a mix of experienced faculty and expertise of both Universities. The associates were mentored through the year by a team at UCB, led by Prof Pradeep Chhibber.

As part of this collaboration, a considerable effort has been made in evaluating the impact of the interventions taken by CMGGAs and culling out academic studies based on it. The various aspects of our flagship initiative "Antyodaya SARAL" are being assessed in a systematic manner, by conducting field visits, analysing data and stakeholder interviews including independent feedback.

As part of this impact evaluation, a team of 45 officer's trainees at NIFM, Faridabad was invited to understand the concept and implementation of Antyodaya SARAL. They interviewed stakeholders and provided an independent feedback, wherein the concept of Saral and a visible impact on citizens to access services was much appreciated by the team.

DISTRICT INITIATIVES

District Initiatives are pilots conducted by associates across various domains in their respective district to measure its success. The associates take a topic of their choice, generally an issue prevalent in their district and provide innovative solutions to tackle it. As part of this, they also conduct research and design the project model based on it. If found successful, the district initiatives gets scaled up at the state level.

MAKING PUBLIC TRANSPORT SYSTEM EFFICIENT BY OPTIMIZING EXISTING RESOURCES IN **AMBALA**

AMBALA

> *Decision to pick up Route Optimisation in Haryana Roadways as a District Initiative did not come to me intuitively. I was trying to work in education, something I have worked before and realized that it was in my comfort zone and restricted my scope of work. Following multiple conversations with the officers in the district, I learnt about Haryana Roadways turnaround project. Though the related data was available, it missed many links and was difficult to analyse which could be a key element decisions making that impact service as well as a huge amount of government budget. Therefore, I picked up this challenge and worked around it.*

JUHI NIJHAWAN

VISION

Initiated in 2019, the project aims to improve public transport services offered by Roadways depot, Ambala for its citizens. The approach in this aspect involves channeling the existing resources so that the services can be offered at places and times as per the demand and need of the public, and reaching the last possible mile. As a result of this, with increased ridership, the project hope to contribute in increasing income of Haryana Roadways.

BRIEF

Haryana Roadways is the heart of transportation system in Haryana. A huge percentage of citizens of Haryana depend on bus services provided by it for their daily commutation needs. These services are managed by Depots in all the districts. They provide inter-state, inter-district as well as local transportation facility to the citizens.

Haryana Roadways, in its current state, suffers from a lot of operational challenges. To tackle these challenges, the department is in the process of implementation of a lot of systemic changes. Apart from these changes, one other challenge that the department faces is that the services are being provided on routes without sufficient need or performance analysis especially on intra-district local routes. This does not allow the buses to run at their optimum capacity which leads to reduced connectivity or frequency. Alongside, it makes the routes unviable if they do not bring enough financial returns. The leadership does not have enough data to be able to modify routes or provide additional services where it is needed.

Therefore, Ambala started a route optimization project as a pilot. To facilitate this, the office of the Director, State Transport has signed an MoU with WRI, a consultancy which is providing technical support. The implementation has been undertaken at depot level under the leadership of General Manager, Ambala depot. Under this project, a survey of the existing routes as well as the

other means of transportation available in the district is being carried out. This data is supported by the opinion survey being performed with the riders. The objective is to use this data and its analysis to optimize the routes using existing resources.

HOW

A three-phased survey strategy has been designed in which two kinds of surveys will be taken up by the surveyors. In the first phase, the local routes (90+) will be surveyed. Along with that, the local means of transportation, other competing services will also be surveyed. In the second phase, the inter district routes will be surveyed and in the last phase, inter-state routes will also be taken up to complete the optimization.

ACHIEVEMENTS

- The inception meeting to set the context and kick off of the project has been conducted

- The survey has started with 40 surveyors who covered 30% of the routes

- The survey helped in identifying a lot of operational issues which result in poor performance of the routes in addition to the intended rider survey

- This survey has been helpful for the depot leadership to make decisions and review the performance of buses, drivers and conductors accordingly

QUICK FACTS

- 40 surveyors have been put on buses

- Ambala depot and Naraingarh sub-depot (also a part of Ambala depot) are being taken into account

- The project will also involve digitisation of the routes using GIS which will be happening first time in Haryana

- A negotiation with the GIS consultant is underway

- Conductors and Duty Inspectors are the people supporting on ground survey

REDEVELOPMENT TO MAKE OUR CITIES LIVEABLE
BHAVYA **BHIWANI**

BHIWANI

> " I was inspired to work on an issue which I found prevalent and interesting to work upon as well as what would really help the district to develop. The intersection of these two spheres was with city planning and hence I chose to work on it.
>
> ### HIMANSU PANDEY
> "

VISION

Initiated in December 2018, the project aims at improving the overall quality of life of citizens in Bhiwani district by taking strategic and planned development measures around

- **Taxation**

- **Road & School safety**

- **City beautification**

- **Livelihoods**

The focus in on improving above listed indicators while retaining the city's cultural identity and ensuring financial sustainability.

BRIEF

Bhiwani city struggles with main urban development issues around its local economy, urban planning, livelihoods, service delivery, and infrastructure provisions. This is evident through the constant road chaos, unplanned parking and general cleanliness. Multiple institutions and unclear regulatory framework for financing and managing urban assets and landscapes, as well as weak capacity of Urban Local Bodies have created major challenges for managing the city. With a focus of managing these issues and creating a synergy between different departments, a city monitoring committee was setup with following focused projects:

i. Livelihoods

a. Harbhoj – A financially sustainable canteen to provide a source of livelihood for the women Self-Help Group (SHG) members.

b. Street vending zones– Rehabilitation of unregulated street vendors to provide dignified work areas and decongestion of roads.

29

ii. Safety

a. Road safety – Redevelopment of highly congested areas to ease parking & traffic flow.

b. School safety dashboard – to make review and compliance easy for district administration.

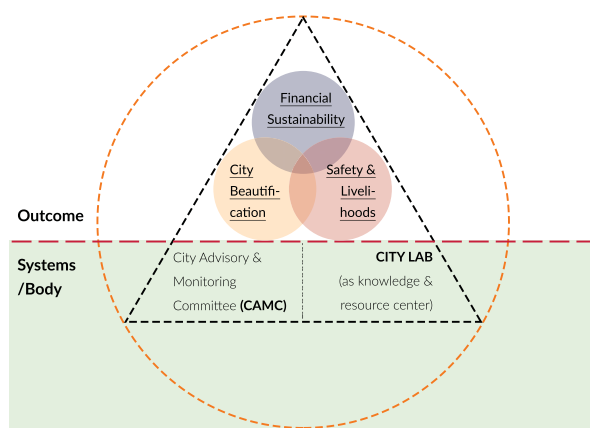## iii. Financial sustainability

Property tax portal and drone based mapping.

iv. City beautification

a. Plastic Free Bhiwani campaign

b. PPP with social organizations to beautify selected parts of the city

BHAVYA BHIWANI FRAMEWORK

HOW

The problem pertaining to the city's development was understood post multiple meetings with relevant departments and speaking to the citizen during the public dealing timing of the Deputy Commissioner. Further exploration revealed three major factors as the crux of the issue:
non availability of funds, co-ordination between departments and understaffing and general in-efficiency of present staff. Addressing these issues needed a multi-pronged approach, which consisted of four major components:

1. Formation of CAMC
(City advisory and monitoring committee)

2. Identification of projects & partners

3. Mobilization of funds and permissions
(or Public appeal)

4. Monitoring and constant review

ACHIEVEMENTS

- PPP signed between UNDP, HSRLM and Jai Kisan Pvt. Ltd for Harbhoj resulting in the initiation of contraction for the central kitchen for SHGs members. The entire canteen building is a green structure made with panels made from Stubble - a first-of-its-kind in the state.

- Survey of all 2923 vendors and notification of 3 street vending areas successfully completed and rehabilitation to begin post minor constructions in vending areas.

- For managing traffic, redevelopment of two shortlisted areas is completed with support from D-Plan and four more areas are in pipeline.

- Six tons of plastic bags seized so far as part of plastic ban campaign and is being used in road constructions.

- SKOCH awards –order of merit for Plastic free Bhiwani campaign.

QUICK FACTS

- 500 Women SHG members to be given jobs and 2000+ hygienic meals served everyday through Harbhoj.

- First canteen in Haryana to be built of Stubble (Compressed hay panels) – Green building

- Rehabilitation of 640 vendors to model vending zones in phase I.

- Detailed survey of all street vendors in the city completed – 2923 vendors

- Major redevelopment of 2 areas in the city completed with budget of 22 lakhs.

- Plastic Free Bhiwani campaign lead to reusing 6 Tons of plastic.

STRESS MANAGEMENT AND PSYCHOLOGICAL EMPOWERMENT IN STUDENTS

CHARKHI DADRI

VISION

To help utilize our demographic dividend by creating a capacity building support that equips students with the required life skills to cope with all forms of stress. The stress management workshops are thus designed to help them become psychologically empowered and support their holistic growth.

BRIEF

As a pilot project, **AARAMBH** (Art to Aware, Reform, and Make Behaviour Holistic) as the social application of Stress Management and Psychological Empowerment (SMAPE) Workshops in Charkhi Dadri was initiated in April 2019. A collaboration between INOBE Theatre and District Education Office in the district, the project aims to empower students not only with the problem of growing levels of stress in education but also leading a healthy life. The project took off simultaneously in three schools where six teachers and 90 students from 9 th to 12 th grade participated for a period of one month.

WHAT MAKES AARAMBH UNIQUE

An attempt towards community involvement by extending sphere of influence outside the classroom and discovering the social applications of the techniques

Workshops are based on the techniques underlying the concept of therapeutic theatre and focused on four major principles - communication, information scan, teamwork, and handling pressure, which subsume the 10 core life-skills enumerated by WHO and UNICEF

The social application of these principles are practiced as part of the workshops: newspaper scanning, wall painting, and preparing working models for environmental issues

> *While shifting from Hindi Medium to English Medium after 10 th grade, I experienced harsh realities of life. Although my family was very supportive, I was couldn't communicate my struggles with them. It was a stressful journey because of this shift, as a result of which I would often miss school and tuition. With the right guidance of my brother I could manage things slowly with time but the impact. From that day, I promised myself to help students in their struggling period because of stress, which got shaped in the form of AARAMBH.*

BIPIN BIHARI DUBEY

ACHIEVEMENTS

- Students and teachers, initially a little apprehensive, participated in the project with great enthusiasm. Students not only enjoyed the workshops and AARAMBH activities, they agreed that they have learnt a lot of things which will help them in dealing with stress as well as in other walks life.

- 97% students said that they found the workshops useful/very useful. A whopping 100% said they found them educative and/or fun.

- 99% said they learnt something new from the workshops. 100% response reflected in an increased level of confidence after the workshops and expressing having more workshops.

- Teachers agreed that they saw significant changes in students and emphasized on the need for such initiatives. They said students started to communicate better, started to work in a team, and developed an interest in learning.

- Looking at the success of the project, the district administration is working on including the stress management workshops in the school curriculum in near future.

HOW

Stress Management and Psychological Empowerment (SMAPE) Workshops developed by INOBE theatre were two days workshops which comprised of four principles - communication, info-scan, teamwork, handling pressure - through the use of theatre. These workshops were adapted for a period of one month in Charkhi Dadri. For this Basic and Advanced Levels of the four principles, the workshop focus was set, spreading over four weeks in four workshops. In the first and third week, Basic and Advanced levels of Communication and Info-Scan were taken up respectively. Similarly, in the second and fourth week, Basic and Advanced levels of teamwork and handling pressure were focused respectively. AARAMBH activities were designed such that that they students are able to make a shift from and adapt to the learnings from one workshop to another and help them practice what they're learning. This made the whole program psycho-social in nature - the workshops being the psychological part and theAARAMBH activities being the social. This way students would learn a concept in the workshop, practice it in AARAMBH activities, and revise them in the subsequent workshops, especially in its advanced level.

The programme follows the model of Learn - Practice - Revise - Learn. The selection of AARAMBH activities was done in such a way that each activity would have a different approach in terms of outcome.

While the first activity, Newspaper Scanning, was totally research based, the second activity, Preparing Working Models for Environmental Issues in Charkhi Dadri, focused more on proposing a model to be executed after sufficient research. The third activity, Wall Painting, was focused primarily on execution with enough research and preliminary sketches.

In order to know the program's efficacy a careful selection of schools and students was done. Three schools were selected with 30 students from each school.

School Sampling

Schools	Students selected	Grade level
Government Senior Secondary School	30	12th
Government Girls Senior Secondary School	30	12th
Co-ed School in Paintawas Kalan village	30	9-10th
TOTAL	**90**	**3 Schools**

Assessment of the whole program and student's growth was monitored in a two way process - questionnaires and teacher's weekly assessment and observations. After each week, the students were given a questionnaire to answer which would assess their learning. Teachers on the other hand would observe the students throughout the week - from workshop to AARAMBH activity and mark the student's status and note their observations.

QUICK FACTS

- 97% students said that they found the workshops useful/very useful

- 100% students said they found them educative and/or fun

- 99% students said they learnt something new from the workshops

- 100% said that they feel more confident after the workshops

- 100% of them said they'd like to take such workshops again

- Teachers said students started to communicate better, started to work in a team, and developed an interest in learning

BRIDGING THE GAP IN EDUCATION THROUGH COLLABORATION
FARIDABAD EDUCATION COUNCIL

FARIDABAD

> **"**
>
> *Initiated by my predecessor, I continued to work on it since it bridges the gap between government and other private organizations working with the government schools in Faridabad by bringing them all on a common platform.*
>
> **UTKARSHA AUTHEY**
>
> **"**

VISION

To improve education outcomes in government schools in Faridabad as a collective impact initiative by bringing the district government, NGOs and donors on the same platform.

BRIEF

Faridabad Education Council was conceptualised in 2017 as a 'Collective Impact Initiative' by the CMGGA 2017. A core team consisting comprising of six business leaders and philanthropists, three educationists, two retired public servants from Indian Administrative Services, two representatives from non-profit organisations, and the Chief Minister's Good Governance Associate was formed. Dr. Prashant Bhalla, the president of OP Bhalla foundation, a philanthropic arm of Manav Rachna Education Institute led several focused group discussions with other industry leaders, non-profits, and educationists to deep dive into the findings of the preliminary assessment carried out by the CMGGA. After assessing possible models of collaborations to cater to the education system of Faridabad, Faridabad Education Council was formed in 2017.

A functional Programme Management Unit initiated an in-depth diagnosis of 315 schools in the district. Sattva Media & Consulting, a social sector consulting organisation, was brought on-board to carry out a comprehensive assessment of schools, with 5 broad themes, 21 sub-indicators within those themes and the sub-indicators breaking down into a 155 different metrics.

Physical Infrastructure & Facilities
School Surroundings, Sanitation, Resource Rooms etc.

Community Engagement & Participation
Level of Community Participation, Availability of Engagement Forums

Leadership & School Management
Capacity Building, Decision Making & Administration, Teacher Profiles etc.

SCHOOL SURVEY THEMES

01
02
03
04
05

Pedagogy & Curriculum
Curriculum Transaction Process, Extracurricular Activities, Academic Resources

Classroom Management & Student Performance
Time Management, Participation Levels, Student Academic Performance & Achievements

The survey facilitated in identification of key gaps areas in the education system of government schools in Faridabad which included infrastructure and maintenance, teacher-student rations and quality of teaching materials and community engagement & participation.

In order to achieve lasting, and relevant change, FEC co-created a collective action plan for the district with the government and other stakeholders to address the gaps identified and a strategy with five key drivers of change was conceptualized.

Leadership & Policy

Real Change requires transformative leadership, capacity building and focused implementation

Pedagogy & Curriculum

In a world of disruption, it is essential to continuously innovate padagogy and curriculum to ensure relevance and address real demand

Educators & Infrastructure

Classroom environment has been shown to affect student outcomes directly ,it is important to have motivated, effective educators in a safe and welcoming environment

Philanthropy & CSR

Proactively addressing the resource crunch in schools requires outside capital and capacity, which can be sourced from the giving ecosystem

Community Engagement

Family engangement is recognized as a critical link in advancing school reform efforts, especially when dealing with undeserved children

HOW

FEC became the single platform for various patterns to work together collectively and streamline the education system in Faridabad. The council works towards adopting fundamentals of creating collective impact including – mutual reinforcement towards a common agenda, consistent monitoring and evaluation, 360 communication towards the cause and sharing governance to bring policy changes in Faridabad.

ACHIEVEMENTS

- The FEC got officially launched in March 2019 by the additional chief secretary of Haryana School Education Department

- The programme witnessed wide support from various CSRs such as Art of Play, G2C, Indian School Leadership Institute, JCB, Knorr Bremse and Escorts

QUICK FACTS

- Faribad Education Council is first ever platform in Haryana bringing goverment, non-profit organisations, CSRs and educational institutions together to bridge the gaps in goverment schools of Faridabad

- At present FEC has reached to more than 200+ schools while others are in the pipeline

EMPOWERING CITIZENS TO ENABLE TRANSPARENT AND ACCOUNTABLE GOVERNANCE
SOCIAL AUDIT IN
FATEHABAD

FATEHABAD

> I have been very passionate about Social Audit since I worked with the Social Audit Unit, Jharkhand during my Master's at TISS. My experiences of conducting social audit in Jharkhand and experiencing the potential in it to transform social relations have inspired me to work in creating accountable governance.

PRIYANKA KANDOLA

VISION

To conduct social audit of selected schemes by an independent social audit unit in Fatehabad to ensure transparency, accountability, effective grievance redressal and prevent leakage of public funds.

BRIEF

Haryana, Rajasthan and Jammu & Kashmir are the only three states in the country which do not have an independent social audit unit. Haryana's social audit unit is currently a wing in the Rural Development Department, without a vigilance mechanism for strict follow up of grievance redressal that takes place during social audits. Additionally, there a limited focus on people's participation and public awareness in the process to ensure social accountability through this participatory process of auditing. Taking cognizance of the aforementioned, the Hon'ble Chief Minister in November 2018 directed the District Collector of Fatehabad to carry out a pilot project in eight Gram Panchayats with independent social audits.

HOW

Before the launch of social audits in eight gram panchayats, a four day long training workshop was conducted by the director of social audit unit with 45 social audit facilitators. The process of auditing was made familiar with the facilitators which involved four major components – preparation, verification, validation and action. Door-to-door visits were conducted as part of the audit where the grievances of each and every beneficiary were registered. Each scheme was verified in its implementation mode, including the documents and measurement books. Once these steps were taken, a gram sabha-cum-public hearing was conducted which the participation of more than 800 community members with a considerable percent women as well. This helped in raising awareness about their rights and entitlements, further enabling the citizens to hold the authorities accountable for public spending in development works in the village.

The Hon'ble CM observed that the pilot was conducted successfully and exhorted the District Collector, Fatehabad to scale it up across all the GPs in the district, paving way for further setting up a robust and independent Social Audit Unit in the state.

ACHIEVEMENTS

- Social Audit was conducted in eight Gram Panchayats across five blocks in Fatehabad by 50 social audit facilitators in 2018.

- The social audit facilitators audited an expenditure of Rs. 7,36,15,723 under MGNREGS (Mahatma Gandhi National Rural Employment Guarantee Scheme) for the financial year 2017-19 in the selected villages.

- More than 180 grievances were registered and resolved through the process.

- 1201+ Job cards kept with MGNREGA mates were distributed to the beneficiaries

- Work site facilities (such as water, shed, first aid kit and creche) and Yojana boards were found absent in more than 135 Yojanas. The ABPOs and JEs were instructed to takeimmediate actions in rectifying this and moving forward

- Rs 2.5 Lakhs is to be recovered from a Yojana in Badopal

- Rs. 54,405 paid to absentee labour is to be recovered from the concerned Yojana mate

QUICK FACTS

- Fatehabad is the first district in the entire state to kick start a functional Social AuditUnit

- Social Audits of MGNREGS and NSAP have been conducted across eight villages of Fatehabad

- More than 1,000 community members participated in the public hearing with more than 50 percent being women

"

This is the first time that somebody knocked on our doors to ask us if we were facing any issues. The social audit team listened to each and every person in the village and noted everyone's concerns. It fills us with joy that officials from the district administration were also present here for the redressal of all our issues and were present here till all of us were completely satisfied

SUMAN, BENEFICIARY, FATEHABAD

"

ENABLING PANCHAYATS TO MANAGE SOLID WASTE IN
GURUGRAM

GURUGRAM

VISION

To establish a decentralized solid waste management system in Gurugram gram panchayats through a comprehensive set of workable components and ownership by the community members. The project envisions a financially sustainable system for collection and processing of solid waste, where each household unit contributes to segregated waste. Low cost solutions for processing of wet and dry waste, coupled with technology enabling household monitoring is the backbone of the system.

BRIEF

Started in December 2018, the pilot initiative handholds eight gram panchayats in Gurugram to manage Municipal Solid Waste in a decentralized manner to achieve litter free status, 100 percent households segregating waste and leading to financial sustainable model. The initiative covers a population of 24,000 across 4815 households and the handholding to gram panchayat under this involves

> *Solid waste is increasingly becoming a challenge for local governments to manage, with low success rate across states. I find this a challenging problem statement to deal with, especially as it integral to our lifestyles to produce waste. To create a model project with sustainable results in this area was my biggest motivation to work towards solid waste management.*

VAIBHAV LIMAYE

- **Infrastructural support** – Material Recovery Facility (MRF) is built in each GP, followed by infrastructure for waste collection such as waste carts, equipment, masks and uniforms for waste workers.

- **Financial support** – Kickoff funds upto one lakh is given to each GP to meet the human resource and maintenance cost

- **Capacity building** – Hiring and training of waste workers, discussions with sarpanches on better monitoring of initiative

- **Community mobilization and IEC** – Engagements with school students, teachers and community at large in waste segregation and promoting safe disposal practices.
To further encourage community members towards a sustainable process by segregating waste daily, a monthly user fee is levied for each household. The panchayats are driven to achieve litter free status by inducing a sense of competition among them. A tight feedback framework is maintained between on-ground and district teams, and regular de-bottlenecking activities are being undertaken. Activation and sustenance of key structures for monitoring at GP, block and district level have been critical to sustaining the initiative.

HOW

The pilot establishes a financially viable system for waste management in a Gram panchayat with public participation. It aims to do it in three steps

1. Establish infrastructure

2. Kickoff waste management cycle

3. Handhold and trouble shoot to establish the cycle

The exit is envisioned at a stage when the village is free of litter, able to process its waste and sustain itself financially. The cycle is sustained with gamification and incentivisation among GPs and community engagement.

To aid this, resource mobilization, handholding and partnerships are key levers. They collectively sustain the initiative and support Gram sachivs in managing the system. Public awareness activities have been conducted to encourage citizens to undertake source segregation. A 'Swachhta Rally' was organized in March 2019, which saw participation of more than 500 school students. Aganwadi workers have been undertaking regular meetings with women groups as well, thereby spreading the message to more than 250 women till now. For regular reminders, 115 wall paintings with messages related to cleanliness and solid waste management have been put up across GPs and villages.

ACHIEVEMENTS

- Established a processing capability of 2.5 tonnes MSW each day across eight GPs.

- Employed 16 locals in collection, segregation and processing of waste.

- Collected user fee from 40% of households on an average across eight GPs.

- In-kind CSR investment of Rs. 10 lakh secured, in the form of tractors, equipment and human resource for a period of one year.

- Recyclable material upto 210 kilograms valued at Rs. 2,500 recovered from the dry waste.

- Expansion of the model across eight more GPs completed in April 2019.

- Prospective CSR investment upto 20 lakh in pipeline.

QUICK FACTS

- Gurugram is one of the few districts in Haryana to handhold GPs to manage solid waste.

- Strong alignment with district officers ensures the initiative shall sustain the test of time.

आठ गांवों में घरों से कूड़ा उठाने का काम शुरू

पहल

सुरथगढ़ | कार्यालय संवाददाता

इन गांवों में हर घर से कचरा उठेगा

आठ गांवों में घर-घर से उठेगा कचरा

उपायुक्त ने स्कूली छात्राओं से करवाया कचरा संग्रह केंद्र का उद्घाटन

ADARSH PANCHAYAT
A STEP TOWARDS STRENGTHENING E-GOVERNANCE IN GRAM PANCHAYATS
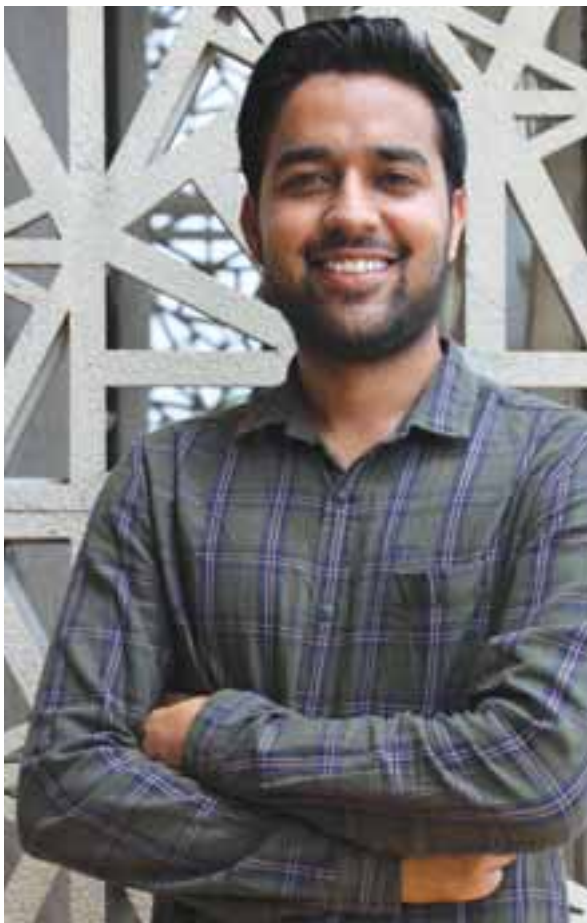
HISAR

VISION

The Adarsh Panchayat project is envisioned in December 2018 to strengthen e-governance at the Gram Panchayat (GP) level in Hisar by implementation of the Panchayat Enterprise Suite (PES) module and improving the quality of Gram Panchayats' plans.

BRIEF

Gram Panchayats plays a key role in the development of rural areas. With the implementation of 73rd amendment act, a lot of financial and administrative powers are given to the GP's. To support and hand-hold the GPs and brining efficiency, Adarsh Panchayat initiative is focused at strengthening e-Governance in Panchayati Raj Institutions and bring transparency in the work executed through GP by implementing the Panchayat Enterprise Suite module of Government of India.

HOW

The project is based on the volunteerism where the members of GPs give their consent for implementation of a certain project. The main stakeholders under this include include Sarpanch, Gram Sachiv and VLEs at GP level, BDPOs at block level and DDPO, DPM e-panchayat at district level. The PES module was implemented in 2018 across Haryana but was witdrawn due to constant resistance from the Sarpanches. Currently project is implemented in 31 GPs of Hisar where all the panchayat records are made online and can be seen by any individual. Apart from this, regular updates on website are made available to the volunteered GPs, online availability of the records relate to the GP Plan, work executed and financial reports can be accessed. These process will help in ensuring transparency and efficiency in e-governance at Panchayat level in the district.

> *Gram Panchayats play a key role in the development of rural areas. With the implementation of 73rd amendment act, a lot of financial and administrative powers are given to the Gram Panchayats. I firmly believe that every individual has the right to progress and make development with utmost transparency by their Gram Panchayats.*

MOHIT KUMAR

ACHIEVEMENTS

- As of now, 31 out of 308 GPs (10 percent) in Hisar have volunteered to implement Adarsh project in their respective GPs

- All stakeholders involved from GPs have been trained in two batches at HIRD Nilokheri for the PES module

- Currently all the GPs are actively working on Plan Plus, Action soft and Priya Soft, and the records of financial year 2018-19 are being made public through the online platform

QUICK FACTS

- A total of 31 Sarpanches volunteered for their Panchayat records to be made online

- Digitization of records has brought transparency in the Panchayat work

- The volunteering Panchayats will be developed as Model Panchayats on e-governance

"

The PES module is very ambitious project & developed very comprehensively by the GOI. With the proper implementation of project, we can strengthen the governance and bring transparency at the Gram Panchayat level.

MR. ASHOK MEENA, DC HISAR

"

"

We are piloting the project in Hisar with the volunteering GPs but need of the hour is to implement it across the district. We will motivate the all the other stakeholders to actively take up the project.

MR. ASHVIR NAIN, DDPO HISAR

"

DRUG PREVENTION CELLS
IN **COLLEGES AND SAATHI**

HISAR

> " In my research, I realised that Hisar is a hub of colleges with the most vulnerable group- Youth. The problem of drug addiction was extremely grave and misunderstood as well. Motivation came from the urgency of the situation. "

RADHIKA SINGHAL

VISION

To create awareness among youth by constituting Drug Prevention Cells (DPCs) in schools and colleges. Also, to create an app cum web portal for drug dependents to connect them with psychiatrists and counselors.

BRIEF

Drug Prevention Cells (DPCs) in schools & colleges and SAATHI App for drug dependents to connect them with doctors are two major components of Chuno Zindagi- Drug Free Haryana project designed by theassociates. Tackling drug menace has 3 components- T.E.A. which stands for Treatment, Enforcement and Awareness. DPCs deal with Awareness component and SAATHI app deals with Treatment. Since Hisar is a hub of colleges with the most vulnerable group, if the energies of youth could be channelized in positive direction, the drug menace can be tackled to a very large extent. The design was conceptualized in consultation with Dr. Sandeep Rana, psychology expert from Guru Jambheshwar University, Hisar. At the same time, Hisar has many private, semi-government and government de-addiction and rehabilitation centers. However, people were unaware of their credibility and facilities. Therefore, a simple mobile app named SAATHI (Substance Abuse & Addiction Treatment in Haryana) will help drug-dependents seeking cure to connect with counselors and psychiatrists.

HOW

Each DPC follows an activity calendar prepared by the district administration. Having a cell is a systematic transformation. New nodal person can be appointed to run the cell smoothly by the college administration. They have been doing activities like documentary screening, parenting workshops, blood donation camps, poster making competition, awareness rallies, NSS camps, oath taking ceremonies, street plays and specialized seminars etc. Apart from preventing youth from harmful effects of drug abuse and making them aware about a healthy

lifestyle, the cell plays an important role in counseling those who are presently drug dependents. They connect them with relevant doctors and support groups. Thus, SAATHI app will be used by the nodal persons of DPCs as well. Drug menace is unlike many other health issues in Haryana, deep rooted with stigma and grief. These colleges have started talking about mental health positively. Entire perspective around the issue shifted and people started having healthy conversations in schools and colleges. DPCs have been thought of to be systemically become the part of higher education systems in India like anti-ragging cells.

How does SATHI App works

1. Find verified Counselling, De-addiction, Mental Health and Rehailitation Centres in Haryana with complete details

2. Take Doctor's Appointment, Register for Admission with Unique ID and Track Stages of the Treatment Read about the Government Guidelines, Knowledge material and SJE's Helpline

3. Join authentic Narcotic Anonymous (NA) support group meetings. Direct calls through the app maintaining privacy

- A first-of-its-kind workshop with nodal persons of DPC was organised with the theme- "Talk About Drugs"

- About 50 colleges have functional DPCs. In phase-II, reaching out to 150+ senior secondary schools have been planned

- More than 10,000 students have been involved

- Proper guidelines, norms and activities have been listed out for smooth replication in other districts

- A designated email ID drugpreventionhisar@gmail.com has been made to support DPCs

- With the use of SAATHI app, anyone can transparently see the facilities provided by 66 treatment centers across Haryana

- As part of the Drug Free India Campaign held by Art of Living Foundation in March 2019, around 20,000 people comprising of DCPs along with their students participated. The event was conducted in the presence of Hon'ble CM and Sri Sri Ravishankar

- Art of living foundation has clubbed their 50+ SWAT clubs (Social Wellness and Awareness Team) in colleges with DPCs

ACHIEVEMENTS

- Out of 80 government, semi-government and private colleges in Hisar, 50 colleges have officially constituted DPCs in their colleges.

- Every DPC has a trained Nodal Person who leads the cell along with other staff, rehab expert, motivational speaker and students' group.

- Apart from this, SAATHI mobile app has been made completely in-house free of cost and will be launched in May 2019. Presently, the psychiatrists and treatment centers in Hisar are available at the app.

- By mid year of 2019, all 66 licensed centers in Haryana will be available. As of now, 11 centers of of Hisar have been added. Government of Haryana is in conversation with United Nations Office on Drugs & Crime (UNODC) to partner with them for Chuno Zindagi-Drug Free Haryana project. Both college prevention and treatment app project will be strengthened with this collaboration.

> "
> With the rigorous efforts and planning of CMGGA, district administration has been able to reach 50 colleges in active form and 30 more colleges are in progress. She takes people along in people oriented projects
>
> **DR. SANDEEP RANA**
> PROCTOR & PROFESSOR OF PSYCHOLOGY
> GURU JAMBHESHWAR UNIVERSITY, HISAR
> "

A STEP TOWARDS CREATING A GENDER INCLUSIVE SOCIETY **JAAGRITI**

JHAJJAR

ROHTAK

> " *I received Jaagriti as a legacy DI to work on. Being a woman myself, I believed in the foundation of the project and wanted to contribute in creating empowering women on Haryana.*
>
> **TANYA SHARMA**

> " *Haryana has historically had a low child sex ratio with deeply entrenched gender disparity and discrimination. I was strongly motivated to sustain and scale up the legacy project Jaagriti, because as I saw it, there was no more a graver problem than this, while there being infinite possibilities to touch, shape and change the lives of many, both directly and indirectly and break the glass ceilings.*
>
> **PRANJAL BEGWANI** "

VISION

Project Jaagriti aims at building a holistic approach of reducing gender disparity by leveraging existing governance mechanisms and thereby creating an ecosystem that enables and empowers women.

BRIEF

Despite being one of the wealthiest state in India, Haryana had lowest child sex ratio as per the data in census 2011. The state had undertaken numerous initiatives to prevent sex selective birth under Beti Bachao, Beti Padhao programme launched in 2015 in Panipat.

Recognizing the importance of empowering women and girls to become equal citizens, the need to adopt a holistic approach to reduce gender disparity through a long lasting change in mindset came into being. Project Jaagriti was conceptualized in 2017 as a pilot in Rohtak and Jhajjar in eight schools (four in Rohtak and four in Jhajjar). This involved workshops with students and making them conscious about the division of work between their parents. The pilot displayed positive results, which were presented to the potential partners for scaling it up and broadening the approach. With UNICEF coming on board, the project now focused on multiple components – breaking gender norms and stereotypes by conducting workshops with students, parents and public service providers such as bus conductors and auto drivers along with the need to sensitize media about the overall as a whole. Other components include ensuring functional streetlights and women friendly toilets in the districts to promote equality.

HOW

Jaagriti was ideated to make the wheel moving within the existing system to innate a responsive environment catering to the needs of women. Various sub components as aids to the projects were worked upon through collaboration between government departments such as ULB, HUDA, HSIIDC, Transport and Education, which resulted in a successful audit and survey of the existing system. The projects is funded by multiple CSR partners such as IOCL, Relaxo, NTPC for various **work components.**

I. Safety and Mobility

Creating safer public spaces

This component aims at enabling women and girls to access the opportunities available in their public spaces. This uses a participatory approach to identify and address the obstacles in safety by working through existing governance systems. A safety assessment was conducted in the urban areas of both the districts and the concerned departments are implementing safety measures such as ensuring functional street lights and women friendly toilets across Rohtak and Jhajjar.

Safer Public Transport

This component aims at making public transport, especially buses safer for women by sensitizing the staff in the two districts. Sensitization sessions with all the auto and bus drivers, conductors, and other relevant staff in transport has been planned which will be carried out by the support of UNICEF.

Increasing mobility of women

To increase independence and self-reliance among women, this component aims to increase mobility of college going girls by providing them two-wheeler training and facilitating their driving licenses.

II. Gender socialization and sensitization in Government Schools

To address traditional gender norms, this component aims to engage with adolescent girls and boys in government schools on key gender issues, beginning with 100 schools in Jhajjar. It will adopt a holistic approach to engage with principals, teachers, students, parents & community. The model will be tri-party collaboration between district administration, donor, and implementing agency.

III. Sensitization of Media to build a positive outlook on gender issues

Media plays an important role in perpetuating gender stereotypes but they can also play an important role in challenging them. This component will train key media persons locally to understand gender dimensions of stories. The component will also work on the idea of showcasing ordinary everyday women heroes in districts as part of a special series portraying them as role models.

ACHIEVEMENTS

- More than 100 toilets surveyed and made functional and accessible for women in Rohtak and Jhajjar

- Repair and rectification of street lights across 500 points completed installed in identified dark spots for safe mobility of women.

- More than 1,555 gender sensitization workshops have been conducted with students of classes 6, 7 and 8, influencing influencing 30,000 government schools of Rohtak and Jhajjar by 200 master trained teachers.

- 600 of bus drivers and conductors were trained on gender sensitive trainings

QUICK FACTS

- Jhajjar and Rohtak are the first two districts in Haryana to conduct a safety audit

- 200 government teachers have been trained in two districts through gender socialization and sensitization sessions

- Haryana will become first ever state to have trained all drivers and conductors on gender sensitivity

> "
>
> *I help my sisters in doing daily household chores. I believe in shared responsibility and I want my sisters too to have the independence they deserve*
>
> **AKASH, 8TH GRADE,** JHAJJAR
>
> "

> "
>
> *With Jaagriti, we gained confidence and we got to know that we can also chase our dreams. It made us aware about self and possibilities to treated equal. I try to take the learning back home as well to make our parents understand it as well'*
>
> **SUNITA, 9TH GRADE,** JHAJJAR
>
> "

APNI KITCHEN
PROMOTING BUSINESS ACUMEN AMONG SHG WOMEN

KARNAL

> " I had conducted a small women leadership development program in Maharashtra impacting eight thousand women in the region. With CMGGA programme, I had a larger scale to replicate that model with suitable changes to cater to the needs of women in Karnal and developing their entrepreneurial skills and becoming self-reliant.

SAKSHI SRIVASTAVA

VISION

Strengthening the livelihood ecosystem of rural women entrepreneurs, working as a part of Self-Help Groups (SHGs), through product, process and business innovation in Karnal

BRIEF

Initiated as a pilot project in 2018 in Karnal, Apni Kitchen aims to identify gaps in the livelihood plans in the district and providing sustainable solutions to women looking for opportunities to start or promote their business and generate suitable income. The SHG movement started off with a goal to mobilize the rural women towards formation of small groups and practice the concept of micro savings, the accumulated funds of the group thus to be used as support loans towards starting income generating activities which is also their livelihood support.

Karnal alone has 2,300 SHGs with 23,000 women members attached to them. This model has a great potential to further impact 1, 08,000 members from their families. But majority of SHGs fail to capitalize the financial potential to generate livelihoods, due to following major reasons

- Poor market linkage

- Lack of standardization and suboptimal quality of products

- Limited business acumen

Given that Haryana has 25,157 newly formed SHGs, it is important that livelihood plans are designed from inception to provide innovative and sustainable solutions to bridge these gaps.

HOW

A four step strategy was designed to achieve the overall vision of the initiative in which women and district administration participated. The broad components of strategy were

Step 1: Identification of groups and space for canteens

Step 2: Designing of Kiosk and training module.

Step 3: Targeting 10 canteens in Karnal as possible avenues

Step 4: Mass replication and convergence with othe schemes

A survey was conducted in 2018 to identify the interest area of women in the district and analyzing various challenges and possible means of resource generation. A research was also carried out for understanding the issues related to gathering of funds, architecture revisions, and identification of a third party for facilitating trainings and workshops for the SHGs towards entrepreneurship ventures.

The first milestone of identification of groups, space for canteens, designing of Kiosk and training module has been met successfully. In order to run the project continuously, CSR funding avenues are being worked upon in the second phase.

ACHIEVEMENTS

- Haryana would be second state after Kerala who will execute the business acumen model for women.

  Fund raising of 12 lakh rupees from D- Plan for the initial infra support

- More than 80 women have been capacitated through women entrepreneur skill development workshops facilitated by Kudumbashree organization

- Women breaking stereotypes and taboos by setting an example for others, stepping out of the houses for the first time and running a business by themselves

QUICK FACTS

- Karnal is the first district in Haryana where women entrepreneur skill development program initiated with the help of kudumbashree.

- More than 80 women participated in the program

- This program is women driven program where women designed their canteen or business model.

DIGITALIZATION OF EDUCATION IN GOVERNMENT SCHOOLS

KURUKSHETRA

VISION

To increase community engagement with Government schools through the adoption of digital interventions

BRIEF

An existing team of foot-soldiers in the department of education in the district and an ongoing campaign for Saksham Haryana brought to the notice a number of aspects where innovative work could be carried out in the education sector in Kurukshetra. One of the elements identified was increasing the ownership of government schools amongst the community. Therefore, interventions were planned towards achieving the same.

Three major technical interventions have been taken up in Kurukshetra

1. An Android Application called 'Saksham Kaksha'

With the advent of smartphones and internet revolution in India, technology has become a powerful lever to bridge the gap in education. The high smartphone penetration in Haryana can be utilized at the classroom level to equip our teachers and educators with appropriate tools. Recognizing this need, the district rolled-out an Android-based application called 'Saksham Kaksha'.

The application intends to augment the involvement of parents and community in the academic development of their wards as well as improve the resources available to teachers inside the classroom. The application contains more than 30,000 multiple choice questions based on the syllabus of different subjects from classes I to XII like

> " Having a large team of foot-soldiers in the education departments, interventions in this domain seemed far reaching with visible impact in lesser time with a great scope for innovative work which could be done.
>
> ### NIKHIT AGRAWAL
> "

English, Hindi, Science, Social Sciences, Geography and Languages. Questions have been mapped to the textbook chapters to ensure alignment between the school syllabus and resources. For instance, in the Hindi textbook for class IV, chapter one is titled "Jaddugar yah kaun". On the app, the same chapter has been mapped to more than thirty five multiple choice questions. The questions assess multiple aspects such as –ability to understand facts, critical thinking, synonyms and vocabulary etc. Similarly, the 15 chapters of the class IV textbook have been mapped with easy to understand questions. In addition to the questions and answers, the 'Saksham Kaksha' application contains chapter wise video links for helping parents and teachers in the teaching-learning process.

2. Video Conferencing facility in Government schools

More than 50 schools in Kurukshetra have been enabled to connect to a two way interactive video conferencing facility using a third party Android Application called 'VidyoMobile'. A link which acts as a bridge gets shared with the nodal teachers of these schools and using this link, they connect to the video conferencing bridge. The mobile devices are then connected to the EduSAT television sets using an HDMI cable to mirror the phone screen on to the television screen.

The first session on 'healthy living' was taken by CMGGA Faridabad Utkarsha Authey where more than ten schools connected for the session.

3. 'E-Samarth' SMS Application for teachers

With the active involvement of NIC Kurukshetra, the district has devised a simple easy-to-use messaging application for teachers as a platform to connect with their students' parents on a daily basis. Using this application, teachers can send multiple messages in Hindi or English to the parents in bulk without the need to type down individual messages.

The need for such a platform came up during our many interactions with teachers who would call up parents individually to request them to send their wards to school. More than 100 schools in Kurukshetra are currently using this platform and the number of schools has been increasing at a fast rate.

HOW

Though these three major interventions are in place, the challenge was to track their adoption and usage level across more than 500 schools of the district. Therefore, it was decided to gamify the approach which led to the idea of digital certification of schools. The schools which adopted all the tech initiatives would be recognized with a 'certificate of excellence' award. The digital certification has commenced in the district with 145 schools being handed over the certificate by the hon'ble DC Kurukshetra Dr SS Phulia. An online portal has also been created to track the status of digital certification of schools.

ACHIEVEMENTS

- Within a month of its launch in 2018, more than 20,000 teachers, as well as parents from the entire State, have started using Saksham Kaksha app on a daily basis

- The application contains more than 30,000 multiple choice questions based on the syllabus of different subjects from classes I to XII like English, Hindi, Science, Social Sciences, Geography and Languages.

- In order to improve its user centricity, the app has a mechanism in place to take feedback from users.

QUICK FACTS

- Kurukshetra is the first district in the State to have more than 500 functional EduSAT television sets

- Saksham Kaksha has been downloaded more than 30000 times and is being actively used by more than 20000 teachers and parents from all over the State

- More than 200 schools have SMS system enabled from the district

- More than 150 schools have been enabled to connect with the video conferencing facility

KHOJ KHILADIYON KI
PROMOTION OF SPORTS IN GOVERNMENT SCHOOLS OF MAHENDRAGARH

MAHENDARGARH

VISION

To promote sports as an integral part of curriculum in government schools of Mahendragarh district by motivating various stakeholders to participate in an annual sports meet in every school. The aim is to identify rural achievers in the distant village of the district and providing them long term mentorship in sports and creating future champions from Haryana.

BRIEF

Initiated as a pilot project in 2018 in Mahendragarh, several meetings were conducted meetings with officials such as DEO and BEO's to get them on board with the concept of 'Sports for all'. The CMGGA interacted with school heads, Physical training instructors (PTI) and Demonstrator of physical education (DPE) for vision setting and implementation workshop in five blocks. The first Annual sports meet was conducted on 25th December 2018 in Agihar village, which is situated near Haryana-Rajasthan border, as a symbol of bringing sports to the last mile kids. Following the success of this meeting, more such annual sports meeting have been conducted in more than 450 schools of Mahendragarh in a period of two months for the first time.

>>

When I came to the district, though I found it educationally strong, schools had limited focus on sports. Lack of well-functioning sports academy, absence of fixed hours for sports in schools, and limited interest among school staff for setting up sports facilities and training was observed. Not a single rural child had ever participated in the district-level tournament in last five years. To address this issue and to spread the sports culture to the last mile government school with equal opportunity to every child in sports was initiated through #KhokKhiladiyonKi

HIMANSHU GUPTA

Field visits by CMGGA during Saksham campaign in government schools highlighted the lack of sports facilities. In order to create a momentum and engagement in sports, the first step was to create a platform like an annual sports meet in every government schools, similar to the ones in private schools, to kick start the promotion of sports and channelizing interest among stakeholders. The CMGGA and educational officials such as DEO, BEO, ASO created a framework for the initiative post which block level workshops were conducted to bring school heads, sports faculty and Gram panchayat members on board. The gram panchayats took full ownership of the meets by providing funds for ground preparation, sports material, medals and trophies. The schools will be keeping a track of the number of students participating in sports and ensuring that every child participates in at least one game form of his/her interest.

This initiative brought a significant change on ground. Many schools started working on their sports infrastructure to provide better facilities to the students. Sports faculty in government schools are feeling energetic as they got a chance to showcase their potential in front of large audience. Local citizens and panchayat members actively participated in such sports meet and adopted this model for upcoming years. These sports meets were gender and age independent and also incorporated the local indigenous sports to revive them again among youngsters. School enrollment increased after this initiative as school principals stared projecting this sports activity as their USP.

निजी की तर्ज पर राजकीय स्कूलों में होगी वार्षिक खेल प्रतियोगिता

जिला शिक्षा विभाग ने स्पोर्ट्स फॉर ऑल की शुरुआत की, चार ग्रुपों में आठ गेम्स का स्कूलों में होगा आयोजन

ACHIEVEMENTS

- Successful conduct of sports meet in 492 schools of Mahendragarh in a limited time and resources

- Over 70% schools admitted that it was the very first annual sports meet conducted ever in their schools given that schools were established 15-20 years ago

- Identification of talented rural sports champions who never participated in district/state level tournament before

- Providing a fair opportunity for selection of these champions for future district, state and national level tournaments

QUICK FACTS

- Mahendragarh is the first district in Haryana to conduct the annual sports meet and a district-level sports Olympiad in every government school

- 300+ rural achievers have been identified and felicitated for the first time and will also be considered in the upcoming selection camps at the district, state and national level

- 50 students will get long term mentorship in private academies through community support

>> *I would like to congratulate CMGGA to introduce first of its own kind initiative from Mahendragarh district with our department. The end to end design was so impressive and practical that we were able to do this in such a broad scale without any government aid. I personally saw annual meets in almost 30 schools situated at far off distance from the district HQ to assess its impact and I am more than happy to see a fantastic job everywhere. This will be the remarkable initiative for upcoming generation and medalist of Mahendragarh.*

AJEET SINGH SANGWAN (DEO, MAHENDRAGARH)

>> *I saw this kind of initiative in government schools of Haryana for the first time. Being the lady sarpanch of this village, I am considered as the most confident lady of this village but I also didn't get such opportunities to play in my school days. I am over joyed to see the children playing and participating in sports. This will be a new beginning for us to nurture future champions from every section of society.*

MAYA DEVI
(SARPANCH, VILLAGE AGIHAR, MAHENDRAGARH)

RACE TO DEVELOPMENT:
SUPER VILLAGE
CHALLENGE 2

PALWAL

"

Before joining Palwal as CMGGA, I did a secondary research on it to acquaint myself of my workplace and found that the biggest challenge facing the district was in the health sector. Alongside this, I learnt of Super Village Challenge started by the previous CMGGA in the district in 2017, which was a unique and perhaps first-of-its-kind initiative in India by the District administration, Palwal. I decided to link these two and launch Super Village Challenge 2 with specific themes of Health and WaSH (Water, Sanitation and Hygiene).

MD. ZISHAN KHAN

"

VISION

To develop a competitive framework among Gram Panchayats for measurable impact on pre-defined Health and Water and Sanitation (WASH) parameters in district Palwal.

BRIEF

Super Village Challenge (SVC) 2 is a competitive challenge run by the District administration and CMGGA in Palwal for six months (August- January) which allows Village sarpanches to showcase the developmental work done in their respective villages. It is one of the best practices of a healthy cooperation between the permanent executive (i.e. the bureaucracy) and political executive (i.e Village Sarpanches). The model has opened a solution for the most difficult challenge for India- Health. While there are different competitive frameworks such as Swachh Surverkshan for sanitation parameters by Niti Aayog, along with central government and state government, there is no competitive framework for health like SVC 2 yet in India. If the model of SVC 2 can be replicated at the State or central level, it can present an innovative, low-cost and sustainable solution for tackling various health issues and supporting factors in India.

HOW

A four step strategy was designed to achieve the overall vision of the initiative – defining parameters for Health and WASH, development of web portal and creation of Sarpanch logins, training of Block level officers for evaluation of the declarations made by Sarpanches, sustaining the momentum and regular incentivisation of Sarpanches to maintain regular declarations. Some new parameters like Khaini free villages, Oral Health Camps, Hand Wash Campaigns were introduced which are usually not included under the government schemes. During the pilot phase of the initiative, around 80 GPs were surveyed who raised demands for the SVC 2 and specifically asked for health parameters. Following this survey and rehearsing the various challenges underway,

ACHIEVEMENTS

- All 260 Gram Panchayats (GPs) of Palwal made at least one declaration on one parameter each of Health and WaSH and, 125 GPs made monthly declarations on 10+ parameters

- Super Village Challenge 2 has bridged the necessary institutional gaps in the system thereby making it more compact in terms of service delivery.

- The concept has touched approximately 2, 50,000 lives directly or indirectly in Palwal and has provided a good gamification model for health parameters which doesn't exist in the country as of now.

QUICK FACTS

- Palwal is perhaps the first district in the country to run such a competition at the district level

- Super Village Challenge 2.0 - the only gamification of health parameters in India till date

- A total of 90 Oral Health Camps have been organized in 90 GPs as part of SVC 2.0

- 10,000+ declarations received by GPs over six months

- Out of 262 GPs, 50 have been declared 'Khaini free villages', institutional deliveries have been recorded in 200+ GPs

"

Super village Challenge gives us a platform to showcase our work in from of the district administration. If I may say myself, it is a direct report card of us efforts and performance in development of villages.

RAJINDER TEWATIA
SARPANCH NANGLA BHIKU

"

"

Super Village Challenge 2 has brought a lot of focus on health – especially the issues pertaining to women and children. Being a woman and a mother myself before a Sarpanch, I understand the need of talking about these issues in open. With SV2, gram panchayats are making progress in this context which is heartening to see.'

GEETA DEVI
BLOCK EDUCATION OFFICER, NUH

"

ANECDOTE

Once the SVC 2 challenge picked up pace, whenever a Sarpanch used to come to Secretariat for any work during the visiting hours, the first thing DC sir would ask him was "What is your current rank in SVC?" A small mention like this definitely acted as a sincerity index for Sarpanches and created pressure on them to be at the top of SVC chart.

SCHOOL SAFETY
MAKING LEARNING ENVIRONMENT CONDUCIVE

PANCHKULA

"
The project was initiated as a support to the District Administration to implement GOI guidelines on School Safety. This topic attracted me because while working on education and making student grade level competent, safety aspect of children always came in my mind and when I got the chance to work on, I grabbed the opportunity.

SAROJ CHOUDHARY

"

VISION

Initiated in November 2018, the project aims to make all government and private school safe from entry to exit.

BRIEF

Schools are critical infrastructure entrusted with the responsibility of creating citizens of tomorrow. A safe and secure environment is a prerequisite for effective teaching and learning. Thus, a safe school campus is must to provide a comfortable learning environment. Because of the increasing mishaps in schools like the heated case of Ryan International School Pradyuman Thakur murder case, Tusshar murder case in Delhi, GOI acted upon making school safety guidelines and asked for strict compliance. Project was started as District compliance of GOI School Safety Guidelines as DC support. In Panchkula district also, there were number of cases being covered in newspapers regarding schools violating school safety rules. The comprehensive guidelines were to be implemented in all government and private schools to make school campus safe from the point child enters the school till the child safely reaches the home or in the custody of authorized guardian/parent.

HOW

Firstly, School safety committee was informed constituting SDM, DEO, DEEO, BEOs, transport authority. The comprehensive and detailed guidelines of 32 pages were cut short in seven pages but including all the components. Guidelines were discussed and shared with Sub Divisional Level School Safety Committee and two weeks were given to submit the compliance report block wise. Simultaneously, schools were visited to monitor real time school safety components. All the school wise data was compiled and analyzed to take next steps.

- All the 427 government schools and 23 private schools showed compliance to provide the preliminary data of comprehensive guidelines of school safety.

- Panchkula is the first district in Haryana to show 100% compliance of the guidelines**

- Precise school safety guidelines were implemented in all 574 schools in two meetings only

- Fastest data entry of all schools in four days by a team of three team members

- Best practice compendium of school safety components and implementation doesn't need any cost or extra human resource

Process Flow of Making Learning Environment Conducive

Making Learning Environment Conducive

Components of a Safe School

IMPROVING HEALTH ACCESS FOR CITIZENS IN PANIPAT
SVASTH BHAVA

PANIPAT

> *Being a Public Health Nutritionist, working in the healthcare has been one of the key sector which interests me the most and has become a passion now. When I was posted in Panipat, I researched and realized that the health and nutrition indicators are very poor as stated by National Nutrition Mission. The causes for it are multiple, some of which are dependent on the state, community or implementers.*
> *I started this project because of the common thread which had scope of improvement – limited interdepartmental convergence, clarity of roles and tailoring need-based strategies.*

DEEPSHIKHA CHHETRI

VISION

The main aim of the project is to improve the accessibility and quality of Primary Health Care services for the citizens of Panipat District.

BRIEF

Pertaining to the existing health issues in Panipat, such as high rates of IMR, MMR, Savasth Bhava was initiated by the CMGGA in order to reach the last mile community person and providing them with quality health care in a cost effective manner. In Svasth bhava, various components have been tailored with two different approaches to cater to the needs of the people.

1. Partnership with Gramin Healthcare and IFFCO: This partnership was established to set up healthcare centers in backward areas where the access to avail quality health services is poor. The Gramin Healthcare Centres (GHCs) provides affordable and high-quality medical services, life products and health care experiences to the citizen by setting up health camps closer to their homes. The initiative is targeting to reach more than 30 villages as of now.

2. In order to ensure delivery of Comprehensive Primary Health Care Services (CPHC), the existing Sub-Health Centres and Primary Healthcare Centres will be converted into **Health and Wellness centers under the Ayushman Bharath Yojana.**

Gramin Healthcare Centre	Health and Wellness Centres
The foot-fall can be seen from children to the elderly. Citizen avails a Digital Health card of Rs 20 through which he/she can avail services of Rs 750 Health Credits. The health card user can avail services as listed within 12 months from the date of issue and also, has an option to TOP-UP the health card as and when required. More than 50% has been female participation and various capacity building programs have been organized to mobilize ANMs and ASHAs.	First inter-departmental convergence meeting between Health, WCD, Ayush has been organized and now regularized under the chairmanship of Deputy Commissioner along with the support of the Education Department, Urban Local Bodies and Panchayati Raj. Panipat is the first district in Haryana to have initiated and regularly conducting Yoga Classes by the Ayush Department in all the Health and Wellness Centres.

HOW

A need analysis was conducted to identify places where the need for the quality healthcare resources is most required. With the help of a partnership with IFFCO, location was identified and the first center in Sanoli Khurd was set-up. Following the success of this center, a MoU was signed between District Administration and Gramin Health Care to open up five more centers along with a polyclinic covering 30 villages in the district. Health Department has provided support in the identification of places and getting the agreement done with Sarpanches to open the center.

ACHIEVEMENTS

- The first Gramin Healthcare Centre was launched on 31st Dec 2018 in Sonoli Khurd village of Panipat, where 250+ individuals availed digital health cards on the day of the event itself. One center alone catered citizen of five nearby villages in the periphery of the health camps, which are organized twice in a week

- In March 2019, five more centers have been launched successfully in Bapoli and Samalkha block of Panipat. Hence, a total of six assisted telemedicine driven centers have opened in six blocks (Sanoli Khurd, Dikadla, Garhichajju, Mahavati, Shehmalpur, Jurasi), covering a total population of 1,600

- Under the Ayushman Bharath Yojana, approval gained on proposal for 24 Health and Wellness centers in Panipat

- A total of 24 sub-health centers and primary health centers have been converted into Health and Wellness centers and targetting a population of 5,03,964

- From care in pregnancy and childbirth, family planning, non-communicable diseases to elderly and mental healthcare services, all are a key area of focus under Ayushman Bharat

- Successful setting up of the Nutrition Rehabilitation Centre in Panipat which will be helpful in providing quality support and care to the severely malnourished children

QUICK FACTS

- On 8th March, District Administration Panipat organized Panipat Pinkathon, in which a world record of more than 55,0000 women participation, highest participation record in a marathon was achieved

- 'Svasth Bhava' was one of the key main objectives of the event to encourage women to be more self-aware and have ownership of their own health.

- These women were addressed through camps, free health check-ups, awareness programs, and activities as part of the event.

"

As we enter into the New Year 2019, SvasthBhava - A blessing of health for all, is CMGGA initiated project with District Administration. Health of the citizens across all the regions in the district in our topmost priority. In this direction, we have taken an important step forward in partnering with Gramin Healthcare and also implementing the Ayushman Bharat Yojana by converting the existing Sub-health Centres and Primary Health Centres into Health and Wellness Centers. We are positive and look forward to improving the quality of healthcare services and making it accessible for the last mile citizen.

MS. SUMEDHA KATARIA
DEPUTY COMMISSIONER, PANIPAT, IAS

"

"

I am so happy to get my eye checkup done today. Had been thinking since a very long time to get my eye tested as I was having difficulty in vision, but today in such a nominal rate, I have got my eye tested and even glasses made.

MRS. SUKHJINDER KAUR*
61-YEAR-OLD, VISITED THE HEALTH CAMP ORGANIZED IN SANOLI KHURD VILLAGE

"

EFFECTIVE USE OF EXISTING RESOURCES
STRENGTHENING ANGANWADIS IN **REWARI**

REWARI

> *The Anganwadi centers are currently not child friendly with poor infrastructure and a great scope of improvement. Since in rural areas, Angwandi holds a lot of importance and responsibility, I was motivated to work in this direction.*

SUMIT CHAUDHARY

VISION

To have a state-of-the-art Anganwadi in every village of Rewari and building a centre for overall development of children from mental to physical health to live a healthy life. The aim is also to restructure Anganwadis as a counselling and resource centre for disseminating various schemes of state and central government.

BRIEF

Anganwadis are child care centres in rural India as part of Integrated Child and Development Services to combat child hunger and malnutrition. A typical Anganwadi Centre provides basic health care activities for children and women which include contraceptive counseling & supply, nutrition, education, supplement as well as pre-schooling activities. They contribute to holistic development of a child by nourishing their physical and mental health.

Acknowledging the importance of these centres, it was necessary to develop them in a phased manner for improved infrastructure and efficiency of work. In the first phase, 30 Anganwadis have been developed as model Anganwadis in Rewari with better infrastructural facilities and educational kits. The project is also aimed at encouraging more parents and teachers to send their children to the Anganwadis for a better start in their education and overall development.

HOW

In order to implement the set strategy, first step involved identification of Anganwadi centers across blocks. With regular meeting with the ASHA and ANM workers, the need of the stakeholders was taken into account, based on which educational kits were provided across 30 Anganwadis. A well defined parameter was used in this context involving books, colours, toys, chairs and tables, functional kitchen with monthly ration along with functional toilets. Regular review meetings were carried out with the district administration to gauge feedback and status of the implementation plan.

ACHIEVEMENTS

- In November 2018, 30 Aanganwadi centre are renovated with basic infrastructure such as well-maintained building, functional child friendly toilets, and furniture for children, teaching learning materials (TLMs) and sports items as well)

- In addition to this, special focus has been given to AWCs having enough space for organizing health checkups for women and adolescents girls, as well as small community events

- Attendance of children in AWC has increased from 4 -5 to 10 after the intervention. The most important trend observed was a shift of students from private play school to AWCs.
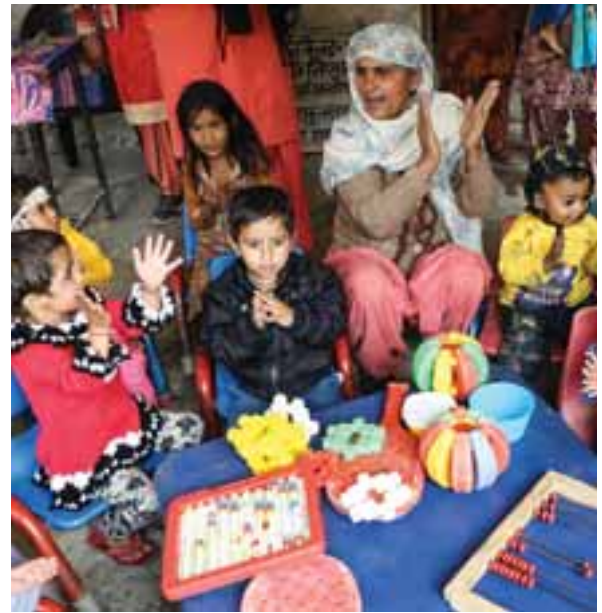
QUICK FACTS

- Anganwadi centers plays a critical role as a hub for providing pre-school education to children and ensuring their holistic development

- Rejuvenated centers have been provided with facilities such as toys, colours, drawing books, chairs and tables for children along with a functional kitchen and toilets.

- Centers often host workshops around health camps for Women and Children

CHUNO ZINDAGI
TACKLING DRUGS
MENACE IN SIRSA

"

Sirsa was in the headlines for drug menace when I joined the programme. Since that time only, I was motivated to work on this issue to tackle the problem in the district. DC sir provided his support for it constantly.

POORVI CHAUDHARY

"

SIRSA

VISION

To work on the two main components of the broad issue of drugs menace - supply reduction and demand reduction - and help the district administration in reducing its prevalence.

BRIEF

In 2018, a total of 275 FIRs were registered under the Narcotic Drugs and Psychotropic Substances (NDPS) Act in Sirsa. An in-depth diagnosis on the problem conducted in August 2018 concluded major areas which needed intervention by the CMGGA.

Supply Reduction:

- Regularising meetings of District Level Coordination Committee under the Haryana De-addiction Centre Rules, 2010

- Review of conviction rate NDPS Act cases

Demand Reduction:

- Strengthening de-addiction-cum-counselling centres and driving awareness camps in colleges and targeted villages

HOW

Interviews were conducted with the psychiatrists of government and private de-addiction centres in Sirsa, Fatehabad and Panchkula to understand the different stages of treatment - detoxification, counselling and rehabilitation. Unstructured interviews were conducted with 30+ drugs dependents in the treatment facilities to understand the areas of interventions in demand reduction side. Detailed interactions were conducted with village and city level volunteers to understand the depth of the issue on ground. Refresher trainings on commercial and small quantities of prohibited substances under the NDPS Act and preservation of evidence were facilitated for Investigating Officers.

A Diagnostics of the Drugs Abuse Monitoring System (DAMS) portal has been developed.

The following best practices were documented and shared with other affected districts

- **Hands' on training of medical officers from Community Healthcare Centres for screening of drugs dependents to referral to the De-addiction centre by Dr. Pankaj Sharma, Psychiatrist, Govt. de-addiction Centre.**

- **Linking the 'Narcotics Anonymous' meetings with the treatment facilities for post-discharge support group meetings**

- **Establishment of a library (Punjabi and Hindi books) inside the de-addiction centre for the dependents.**

ACHIEVEMENTS

- Meetings of the District Level Coordination Committee were regularised.

- A proforma was created for review of NDPS Act cases, which started during Video Conferencing with DCs.

- A total of 30 village-level awareness camps targeting 70 villages have been organised by bringing together District Mental Health Programme team, Gravit yuvas and Saksham yuvas.

- District Plan of Action formulated and used during District Level Coordination Committee meetings.

- Proposal for a new 50-bedded de-addiction centre submitted to Department of SJE.

- A long-term campaign designed and a partnership with United Nations Office on Drugs and Crimes is underway.

- Activation of Drugs Prevention Cells in colleges is underway in Sirsa – 18 colleges have been shortlisted for implementing this component

QUICK FACTS

- Children as young as 9 years are being admitted in the De-addiction centre.

- District level Coordination Committees under the Haryana De-addiction Centre Rules, 2010 made functional for the first time in Sirsa

- Village awareness camps created awareness in citizens about the free treatment available in the Government De-addiction Centre, Sirsa and Bal Bhavan De-addiction-cum-counselling centre in Kalanwali.

- Sirsa United Against Drugs Marathon was organised by the Police Department on 31st Oct 2018 which saw a participation of 30,000 persons.

- A district wide event will be organised on 3rd July 2019 to mark International Day Against Drug Abuse and Illicit Trafficking to mobilise 2,500 youngsters against the cause.

CHALLENGE

- *The problem is quite broad and it becomes difficult to work on all the aspects. However, no aspect can be left untouched as both demand and supply reduction are closely linked.*

- *Impact evaluation is difficult as there are no set metrics to calculate outlook of the youth towards drugs abuse.*

- *Maintaining coordination between all the stakeholders becomes difficult at times.*

- *A long term (at least 2-3 years) plan of action needs to be implemented to tackle the problem to a substantial extent.*

UNLEASHING THE POWER OF PARTNERSHIPS
DRIVING TRANSFORMATION
IN **EDUCATION**

SONIPAT

VISION

To build a strong network of stakeholders – professionals, civil society organization, philanthropic business people and industrialist and the district administration, for addressing pressing challenges and drive innovation and transformation in Sonipat District.

BRIEF

Sonipat is home to an exclusive Education City and is known far and wide to have some of the best private universities in the region. Sonipat is also a city with substantial number of industries and businesses, giving a huge scope for one to leverage the potential of making a difference through CSR funding. The NGOs' intervention is heavily dependent on individual interest of the officers. The gaps and available opportunities across domains helped in initiating the Sonipat Innovation and Education Council. The idea was to leverage the power of partnerships and institutionalize support to the civil society organizations to find both administrative and fiscal support.

HOW

A six step strategy was designed to achieve the overall vision of this intervention and to institutionalize a common platform for collaborations in the district following an easy process involving Registration of SIEC as an independent society, with the DC as its chairperson. These include

- **Identification and Induction of key officers as Executive Committee members**
- **The induction of philanthropic individuals as members of the General Body**
- **Partnerships with NGOs interested in working in the District**
- **Roll-out of projects**
- **Understanding the gaps in the model**
- **Developing a PMMU**

> *While the work was started by the previous CMGGA in 2017, I realized that this project opened up a possibilities to fit under any domain of work. The project enables the District Administration to raise funds and invest in projects that are innovative, impactful and beneficial to the society. A simple but effective component in ensuring feasibility and growth of any programme, it provides a unique collaborative synergy between Civil Society, Business Community and District Administration.*

KUVAM MEHTA

ACHIEVEMENTS

- The SIEC has been able to raise over 19 Lakhs through contribution from philanthropic individuals, industries and business firms.

- Through the SIEC, support has been provided to enhance the transformational interventions of NGOs like Pratham, Samarthya and others.

- The SIEC is now in the process of establishing a professional Project Management and Monitoring Unit (PMMU) based on the current learning and experiences.

QUICK FACTS

- In the last one year SIEC has been able to reach out to 65+ schools, 10,000+ students, 300+ teachers and 50+ communities

- Through our Partner NGO, SIEC mobilised over 140 volunteers and distributed 146 tablets to the volunteers to assist students.

> *The SIEC has been immensely supportive to Pratham's ongoing efforts in bringing educational reforms in Sonipat, and this support has been integral to the achieved on-ground impact.*
>
> **SANDEEP**
> STATE MME ASSOCIATE, PRATHAM EDUCATION FOUNDATION
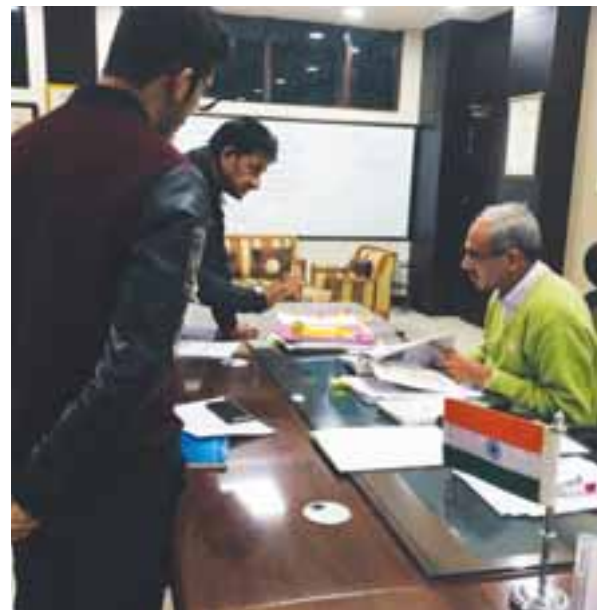
E-CHALLANING IN
YAMUNANAGAR

YAMUNANAGAR

VISION

Initiated in 2017, the project aims to have a set-up of e-Challaning across Haryana based on the success of the project initiated in Yamunanagar, with an added component of CCTV Cameras for surveillance in order to increase compliance to Traffic Rules and in turn reduce fatalities in road accidents.

BRIEF

The project was started off as a pilot in Yamunanagar in February 2018 after seeing a steep rise in road accidents in the district. CCTV Cameras and the traffic control room was set up in Yamunanagar with the help of CSR funds. After seeing the success of the project, under the guidance of Hon'ble CM and support from district administration, it was scaled up across the state in March 2018. As of now, all districts across the State are issuing e-Challans to offenders through POS machines and 12 districts have the infrastructure and set up of CCTV Cameras for issuing e-Challans. In September 2018, Ministry of Road Transport and Highways (MoRTH) awarded Haryana Traffic Police for issuing the maximum number of e-Challans across the country, which is testament to the good work happening in the State.

HOW

An e-payment portal for challans was launched in November 2018 covering the entire state. The e-Payment portal enables the citizen to pay the fine for the traffic violation from anywhere as compared to them having to come to the Challaning authority to do the same earlier. Another interesting component of the project is a judiciary tie-up. If a manually issued traffic challan goes unpaid, the Judge summons the concerned citizen post which they need to then appear in court.

"

The e-Challaning project was a legacy DI started by the previous CMGGA in 2017 in the district. When I first read about the project in the Knowledge Transfer document, it immediately stood out to me as a potentially high impact project which will not only help the enforcement agencies in the State, but also help curb the increasing number of road accidents across the State. The project also had the right mix of technology and stakeholder involvement which was interesting to work on.

SHUBHAM BANSAL

"

However, a similar process does not exist for e-Challans yet which often leads to many cases where the offender does not pay the fine. District Administration, Police and Sessions Judge from Yamunanagar set up a mechanism where the Sessions Judge started issuing summons for non-payment of e-Challans within 45 days.

ACHIEVEMENTS

- Haryana is the first state in the country to receive an award for issuing maximum e-challans to traffic offenders

- Launch of the e-Payment portal for challans across the State took place in November 2018 10 chowks will be covered in Yamunanagar for setting up of e-challan centers

- State-wide workshop on e-Challaning was conducted in Yamunanagar in April 2018, which saw participation of 10 DSPs, 10 RSAs, 22 SHOs, 22 Challaning In-charge

SPECIAL PROJECTS

Some of the associates have been working on varied projects, different in nature than a district initiative. While some of them have taken relevant research topics to understand the context of social issues persistent in their respective districts, some have supported the on-going projects initiated in the previous year. Attributing to the need of a dedicated resource at the State level to manage multiple programmes, one of the associates worked directly with the state administration at the Chief Minister's Office. This section highlights their learning, findings and interventions in the education, understanding social perspectives and co-relation of state administration and the need of the citizens.

FROM INDIVIDUALS TO CITIZENS: **TOWARDS A PROGRESSIVE JIND**

JIND

Having been a big city girl most of my life, it was only in Jind I realised how involved the citizens of a smaller place like Jind are with the local administration. It is also not a one sided relationship with various examples of the benefits that both parties gain from this symbiosis. This has shattered the illusion of complete inaccessibility, and has had a great impact on me as a citizen.

ANJALI SHARMA

OVERVIEW

Jind is one of the original seven districts that comprised the state of Haryana when it was formed in 1966. To the chagrin of a large section of its residents the infrastructural development of the district is not comparable to some of its counterparts from the original 7, like Rohtak or Karnal. On the other hand, Jind has made progress across various indicators, like outperforming 19 out of 22 states in the 12th board result, outperforming all districts (at the time of writing this article) in compliance of timelines defined under Right to Service Act in G2C service delivery, or reaching a Sex Ratio (at birth) of 943. Despite the undercurrent of dissatisfaction amongst its citizens some of the standout projects in Jind have had a significant component of public participation.

A PARADIGM SHIFT

District Library as a district knowledge hub

One prime example is that of the District Libraries, wherein a District Library Committee was formed comprising the members from the civil society as well as the district administration to manage the operations of the library. This committee then played a key role in the revamping of the library and continues to not only provide inputs in kind, but also plays a consistent role in the administration of the library. This is a model that has now been replicated across all districts of the state.

Sanitation Park Model

Another example along similar lines is that of the Sanitation Park model. It is a waste management project that was pioneered in Jind and then duplicated across the state under the efforts for Swachh Survekshan 2019. The project faced two major challenges, the first being public resistance to having a waste management unit in their immediate locality and the second being enduring source segregation which was the first step imperative for the success of the model. Both of these challenges were overcome by finding natural leaders from among the citizens and enabling them to not only act as mediators on behalf of the administration but also to be active members in the decision making progress. The obvious outcome of this is the smooth rollout of the project but the unexpected outcome of this was the automatic activation of a citizen's movement during the Swachh Survekshan of the next year i.e 2019.

The Swachh Survekshan is an annual gamified review of the waste management practices being a followed in the various ULBs across the nation. One major aspect of this is awareness activities and community engagement, as a result of the bridge that was built between the city dwellers and the Municipal Council under the Sanitation Park model, when the efforts being undertaken by the MC under Survekshan became known, they city self organised into a 10-day long awareness campaign that involved students, various department officials and of course officials from the council and covered important areas of intervention like source segregation, plastic management etc. This campaign not only scored the MC points under the Survekshan which contributed significantly to a 50 point jump made by the MC in the rankings but also widened the sphere of public involvement which had been created in the previous year.screening processes, allowing for a tailor-made model for the district and eventually the state.
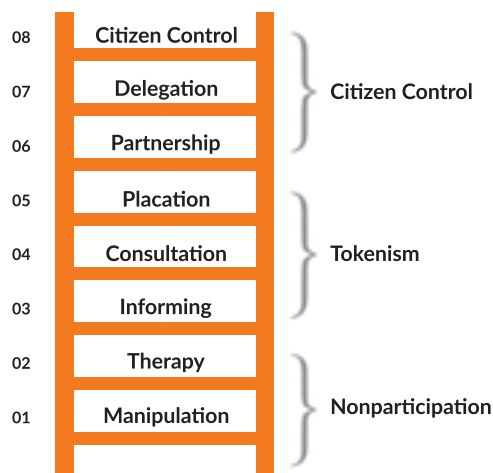

Stray Cattle Resettlement

The citizenry has come to the aid of the administration in the cattle catching drives as well, a job that the council is severely under equipped to do and one that has previously proven unsafe for the workers of the Council. A number of volunteers who were cattle rearers led the MC workers in these cattle catching drives thereby ensuring that this is done in the safest possible manner for both the animal and all the people involved.
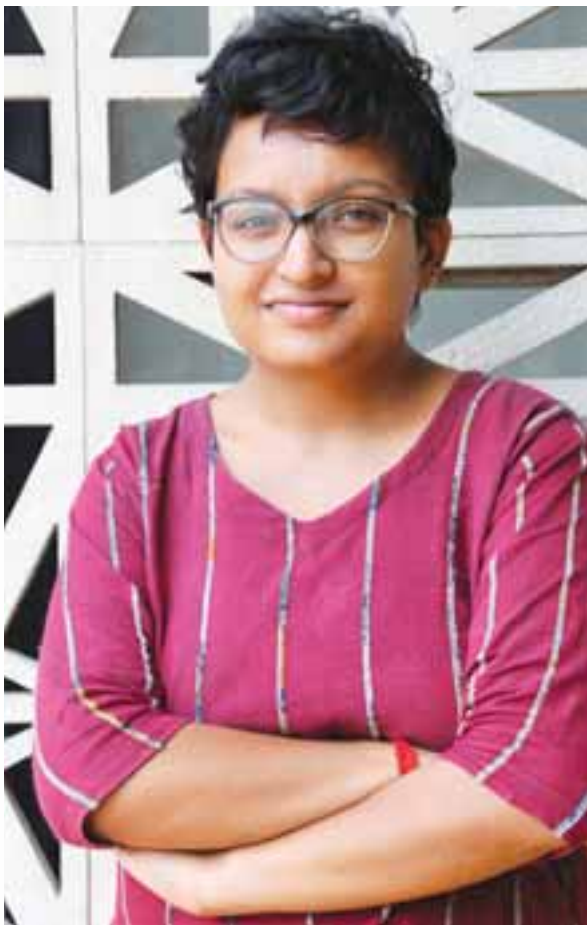

A PROMISING AND PROGRESSIVE FUTURE

All of the above examples present a very promising picture of effectiveness of the 6 th rung i.e Partnership in the ladder of citizen participation proposed by Sherry Arnstein. Credit must be given for a balanced public approach towards the government, where deserved criticism is offered alongside public participation in areas that lead to direct benefit for citizens. The viability of this degree of participation may of course vary depending on size of the geographical unit being considered, but the impact it has in effectiveness of projects initiated by the government is undeniable, making Jind ripe ground for an experiment in deliberate upwards movement on the ladder of public participation.

08	Citizen Control	
07	Delegation	Citizen Control
06	Partnership	
05	Placation	
04	Consultation	Tokenism
03	Informing	
02	Therapy	
01	Manipulation	Nonparticipation

HOW USEFUL ARE WOMEN POLICE STATIONS?


KATIHAL

> "
>
> *I was elated that I would get back to field and interact with people as part of my research. To start with, I reached out to the shops near Women Police Station. I was surprised to see their dismay reactions when I simply asked if they were aware about the its existence. Wanting to explore and analyze the existing trend in the community, I indulged in my research around Women Police Stations and its social impact.*
>
> ## CHANDRANI ROY
>
> "
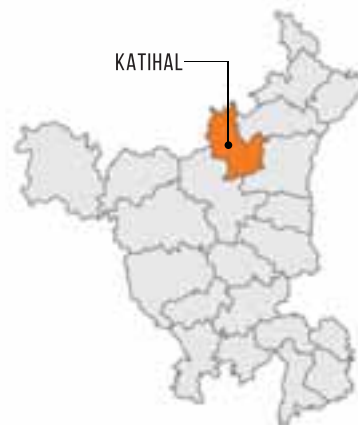
VISION

Understanding citizen's perspective on usefulness of Women Police Stations in district Kaithal, Haryana.

BRIEF

Launched on the auspicious event of Raksha Bandhan, Women police stations were started in Haryana in 2015. With the aim to reduce crime against women, it has become an established institution across 21 districts headquarters. Epitomised as a step towards becoming women-friendly, it is also seen as an attempt for an image makeover. With this note, the CMGGA in Kaithal ventured to study and analyse the social impact of Women police stations.

HOW

The research has two phases. Initially, the idea was only to interview people from varied gender, location, and socio-economic background. To comprehend the usefulness of women police stations, inclusive representation of community was imperative. Hence, the questions were absolutely simple. In phase 1, around 200 citizens were interviewed. Three basic questions were asked to the target audience as listed below

1. Do you know about women police station?

2. Have you ever been there?

3. Do you think it is necessary?

When asked these questions, few common trends and observations were found.

Findings are categorized according to the distance from Women police station.

Within the radius of 5 Kilometres

A. Places inhabited by affluent people- gym, club parks, etc.

Both male and female (Age 20- 35)
Not only all of them are aware of its existence but also views it as a medium for women empowerment. As the definition of democracy, many have described it as an institution for women, by women and of women.

B. A slum comprising migrated population

Male (Age 20- 50)
They knew what a women police station is. When asked their view on its necessity and significance, they agreed that its existence is necessary to solve domestic problems quickly. When asked whether or not they have ever been to women police station, all of them mentioned that they have reformed themselves. There was no need for their wives to go to women police station.

Female (Age 15- 35)
In this location, interviewed females could be categorised into three categories- homemakers, daily wage labourers, and women running SHG groups. Interestingly, women belonging to the first and second category did not know about women police station, however, the third category knew. Not all women from SHG but the leader knew about it. When these SHG leaders were asked of its necessity, their answer was quite similar to their male counterparts. They too were of the opinion that it is a medium to reform their husbands or solve domestic issues.

Villages away from headquarters

Male (Aged 20- 70)
In this, interviewed males could be categorised into three groups-

A. Males aged 20-30

B. Males aged 35- 50 employed in any government offices/ have access to cities on a regular basis.

C. Males aged above 60.

Category A and B are aware of its existence and shared it is necessary to have women police station. It would help women as they (complainant) can share their problems without hesitation/fear. In addition, category B added that only a woman can understand another woman's issues. The third category knew that it exists but when asked their view, the majority of them complained of the changing times/era.

Female (Aged 20- 60)

In villages away from district headquarters, almost everyone has no clue about women police station. Only 2-3 women who has been a complainant knew about it.

Observations

1. **Knowledge of Women police station is limited to location, a specific gender, and economic status.**

2. **It is perceived as an institution to report domestic issues.**

After phase 1, it was realized that the interview is not enough to hypothesize the observations captured.
As a way forward, crime record of six years (three years before establishment of Women Police Station and three years after) was analysed.

ACHIEVEMENTS

- Interviewed 200 citizens from multiple locations, varied socio-economic background and gender.

- Classified and analysed six years of crime record.

UNDERSTANDING STUDENTS WITH SPECIAL NEEDS IN GOVERNMENT SCHOOLS OF HARYANA

KARNAL

VISION

To understand the current condition of Students with Special Needs in the government schools of Haryana. In India children with disabilities mainly comes under the purview of the Ministry of Social Justice & Empowerment. Some of the issues are dealt with by the health ministry. But no single ministry has been assigned the protection of these children, which leads to varying data about occurrence of disability amongst children. In India 1.67% of the 0-19 population has a disability. 35.29% of all people living with disabilities are children. Other estimates say that India has 12 million children living with disabilities.

BRIEF

Intellectual Disability is a major cause of concern in government set up of the education system. Constitutional reforms for students with Intellectual disabilities were introduced in 72nd and 73rd amendments but very few states in India have initiated and introduced steps to address Needs of Special Students. Lack of awareness, basic infrastructure and right approach towards Intellectual disability in government schools of Haryana has become a cause of alarm. This research papers aims to highlight data of Students with Special Needs in four districts of Haryana Government Schools, measures taken if any to ensure an integrated education system is in place, look at possible solutions to create an all inclusive environment.

> *My visits to government schools in Karnal and Yamunanagar, introduced me to the challenges in education right from basic infrastructure to teaching methods. The ones most neglected were the students with special needs. Interactions with teachers and other students revealed a high rate of insensitivity and ignorance towards students with special needs. I was motivated to understand the existing challenges and provide solutions to bridge this gap.*

SUVIDHA JANI

HOW

Currently the research aims to understand and analyse the ground reality. How parents and teachers deal with students of special needs, how to improve the present scenario, what are the things that the government can do to improve the process and what are the best practices across the world.

The research is divided into 3 categories-

1. Current Process- What is the on ground reality of students with Special needs

2. Suggested Process- What is the process suggested by the government and how can the government ensure a holistic and overall development of children

3. Ideal process- Understanding best practices around the world and understanding which are practically applicable in the country

FINDINGS FROM RESEARCH

A. Lack of Infrastructure and Resources

Despite efforts taken at Central and State Level, there has been key gaps in the on ground implementation of an inclusive education system. This is primarily because of lack of infrastructure and human resources. As per Government of India mandate, the teacher student ratio for Special kids is 7:1 where as in reality the ratio is 100:1 sometimes more.

B. Collaboration

Another problem is the lack of collaboration and partnership between government schools and private organisations. Government system's reluctance to seek help from experts has hampered the growth of children studying in government schools. Currently there are about 150 students education block in each district (Total of 400 students with special needs in each district in government schools) on the other hand there are about 4-5 private schools and non-profits working in the same sector but there are huge gaps between the two.

C. Special Emphasis on Special Students

Students with Special needs primarily need special care and sensitivity. On ground visits revealed problem in the attitude of teachers. This was also because of excessive burden on teachers as well as lack of sensitivity towards Special students. There is a great tussle between special educators and general teachers amidst which children suffer.

UPSCALE JOURNEY OF A
'**NEW**' **NUH** IN THE MAKING

NUH

> " *I believe that it is better to work on even minute things which can drive change rather than criticizing the existing situation. And if you are able to do this, then nothing could be better than this. I am glad that I am working in Nuh, where I needed to be. The question is not that Nuh is backward, the question is how long will it remain behind. This motivation drives to work better and create impact.*
>
> ### MOHIT SONI
> "

VISION

To uplift Nuh by making improvement across various domains and indicators under the Aspirational district programme
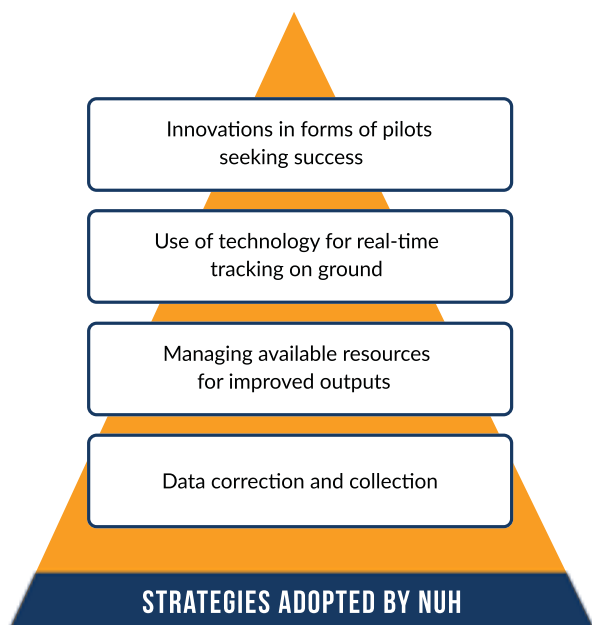
BRIEF

While Haryana is making progress in various domains in the state, there are several challenges which need to be met. Mewat district, which is now known as Nuh, is considered among 115 most backward districts in India. In order to uplift these most backward districts, the Hon'ble Prime Minister launched a 'Transformation of Aspiration District' in 2015, which is implemented and monitored by Niti Aayog. The programme has been designed for lifting these most backward districts through adopting contours such as convergence, collaboration and a competitive framework, driven by mass movement. These districts are ranked based on indicators and improvements in Health & Nutrition, Education, Agriculture & Water Resources, Financial Inclusion & Skill Development, and Basic Infrastructure.

Based on the progress made by the districts, Niti Aayog assess these improvements and provides a delta ranking based on the collective results in various domains, in every 3-6 months. The district which bags the first position in these delta rankings, gets awarded with financial aids from Niti Aayog to implement and improve services and their development indicators.

HOW

To inculcate fresh perspective in tackling this big challenge, CMGGA Mohit has been working in the district since 2016 in close collaboration with district administration. Improvement in the indicators is the result of a strong team work and collaboration between various departments with CMGGA interventions. The district took onus to refine and innovate workable solutions for achieving desired transformation of Nuh. A comprehensive and real-time strategy was adopted which involved targeting and correcting the fundamental

nuts and bolts. A baseline research conducted by officials with support from CMGGA in April 2018 revealed severe challenges such as disparity in data, lack of resources and gaps in implementation of schemes and initiatives. A four-fold work order came into play attributing to numerous meetings, both at district and state-level, some directly hosted by the Chief Minister himself.

Innovations in forms of pilots seeking success

Use of technology for real-time tracking on ground

Managing available resources for improved outputs

Data correction and collection

STRATEGIES ADOPTED BY NUH

With an aim to bridge the gap in data at district and ground-even, for the first time, a new format with the listing of minute indicators was developed and circulated at all levels. The bottom unit of the departments were targeted and held accountable for the data received. The ground-level workers were involved in administration meetings which de-centralized the reporting system. WhatsApp was used a major medium for communicating directly with concerned officials for real-time tracking and reporting. Various innovative projects in the form of small pilots have been conducted leading to promising outcomes.

ACHIEVEMENTS

- Nuh attained a delta ranking of 30 in December 2018 while it ranked at 101 in March 2018

HEALTH	EDUCATION	FINANCIAL INCLUSION
• 93 percent of pregnant women registered for Ante-natal check-ups • 83 percent of institutional deliveries have been reported against total no. of estimated deliveries per month in the district • 80 percent proportion of specialist services available in district hospitals against IPHS norms	• 100 percent government schools in the district have functional and accessible toilets • 99 percent government schools have facility of drinking water while 94 percent have full time electricity at secondary level _____ • 98 percent schools provide free of cost textbooks to children within one month of start of academic session	• 88 percent bank accounts seeded with Aadhaar • 20,179 no. of accounts opened under Pradhan Mantri Jan Dhan Yojana per 1 lakh population • A total of 3665 enrollments under Pradhan Mantri Surksha Bima Yojana

QUICK FACTS

- Nuh attained no. 1 rank in monthly delta ranking in January for the first time

- Niti Aayog has supported Nuh with 3 crore financial reward based on the improvement shown

- Nuh is the first district in the country to provide free text books to both primary and secondary sections, including 9-12th standard under Book Bank initiative

- Mandikhera district hospital is the first in Haryana to achieve a Quality Certification under the national level LaQshya initiative based on National Quality Assurance Standards (NQAS) by Ministry of Health and Family Welfare

REFORMS IN THE DEPARTMENT OF
SCHOOL EDUCATION

> *Having been a big city girl most of my life, it was only in Jind I realised how involved the citizens of a smaller place like Jind are with the local administration. It is also not a one sided relationship with various examples of the benefits that both parties gain from this symbiosis. This has shattered the illusion of complete inaccessibility, and has had a great impact on me as a citizen.*

ANJALI SHARMA

UNDERSTANDING THE NEED FOR REFORMS

The Department of School Education is a sizeable department, bearing the typical traits of a government ecosystem in terms of scale, administrative hierarchy and volume of people and processes. The Department has over 1.3 Lakh employees in its HQ, District, Block Offices and schools with its overall structure comprising the Directorate of Elementary Education, the Directorate of Secondary Education (DSE), Haryana School Shiksha Pariyojna Parishad (HSSPP), Board of School Education (BSEH) and State Council for Education Research and Training (SCERT).

From the perspective of improving the overall learning level outcomes of all government school students in the state, it is important to identify and address the pressing challenges which form hurdles to progress. One identified area of potential improvement in the state is the time taken to navigate the administrative processes in the Department and the time spent by academic resources on administrative work.

REFINED APPROACH & INTERVENTIONS FOR POSITIVE TRANSITION

Designing efficient communication channels

Reducing time consumption on administrative tasks

Restructuring of the reporting system

Using IT roadmap for technological reforms

Assessing quality of Secondary education through set key metrics

Designing efficient communication channels

Administrative interventions in the Directorate of Secondary Education (DSE) included capacity building of staff to increase their comfort to technological tools like Google Forms, Google Sheets, Google Drive, WhatsApp and email. Streamlining the office of the Head of the Department and training the support staff to form a key nodal office for communications was a key intervention to ensure zero-data loss in the information being received at the said office.

Based on a preliminary diagnosis into communication between the district offices and the Headquarters, a simple communication channel was established through Google Form wiith the periodicity of the process being set at monthly. Setting up a **Central File Management and Tracking Information System** was an exceptionally challenging initiative, given that the volume of work processed on files within the DSE is very high within the establishment branches. However, this initiative has potential for high impact. An important initiative and an ask from the Department was to ensure the **processing of pending promotions**. Through mapping the entire process and creating stringent follow-up mechanisms, the entire process was fast-tracked to achieve the promotions of one cadre.

Reducing time consumption on administrative tasks

For reducing the redundant time spent by teachers and district officials on administrative affairs and increasing scope for their participation in strengthening the academic pursuits in government schools, a pinpointed diagnosis was undertaken on each of the administrative matters, and the file was fast-tracked to be implemented. Key examples of this include hiring of Assistant Project Coordinators (APCs) under SSA, ensuring Travel Allowance and Daily Allowance for Block Resource Persons making mentorship visits to schools and hiring of vehicles for Block Education Officers.

Using IT roadmap for technological reforms

For technological reforms within the Department, a phase-wise IT Roadmap was created. In the first phase, digitization of service-books of all employees of the department and workflows for key administrative functions such as leaves and some administrative permissions was chosen. The processes involved mapping workflows and re-engineering processes to be digitized with optimum efficiency, driving uptake of these processes through on-ground data drives, assessment and augmentation of IT infrastructure, manpower capacity assessment and setting up issue resolution systems with defined service level targets.

Assessing quality of Secondary education through set key metrics

Secondary Education is a challenging sphere to design development initiatives due to the vast range of subjects at a fairly advance learning level. For understanding the state's landscape in the sphere of secondary education (class 9-12), a fact pack was created consisting of all key metrics with respect to schools, students, teachers, administrative structures, trends in academic performance, enabling infrastructure, budgets and schemes and skill development frameworks in these schools.

Overview for schools	Overview for students
Diagnosis of type and mapping of schools	Detailed assessment of enrolment numbers
Stream division in schools and Upgradation of schools	Diagnosis of changes in enrolments
Coverage of primary, middle, secondary and senior secondary schools across the blocks and districts of the state	Analysis of dropouts, with an year-on-year cut on the trends.

The key assessments in the state for students of grades 9-12 such as the bi-monthly Student Assessment Tests (SAT) and Board Exams were looked into, with in-depth diagnosis of district- wise trends and state-wide enablers. Further, in an attempt to identify the pre-existing meritorious students in the ecosystem, a study of performance of students across districts in two competitive exams was undertaken. These competitive exams were National Means-Cum-Merit Scholarship (NMMS) and National Talent Search Examination (NTSE). Based on this diagnosis of secondary education, interventions may now be designed, developed and implemented by the Department as well as third-party developmental organizations wishing to foray into this ecosystem.

A promising start

To bucket the varied range of initiatives described above by the nature of similarities and differences is a difficult task. They are multi-dimensional, multi-faceted, and cross-cutting across various typical and atypical functions of the Department. However, even the simplest of initiatives becomes complex due to the scale of functioning, and the sheer volume of people within the ecosystem. And it is this same metric of scale which ensures that the simplest sounding initiatives cause a resounding impact across the Department's work in the state.

Image: Management Information System

Image: Management Information System

REFLECTIONS AND WAY FORWARD

In a country like India, there are no second thoughts about the fact that governance has remained a primary concern for its citizenry, especially on local and more immediate issues. Concerns within the bureaucracy such as lack of coordination, minimal collaboration between different entities within the administration, corruption and the role of middlemen in accessing government services and schemes, red- tapism leading to slow decision making have remained some of the highlighted concerns within the academic as well as the wider world. Solutions to these concerns have been tried many-a-times in the past but with little success.

The Chief Minister's Good Governance Associate (CMGGA) programme can be simply understood as one tiny yet important part of the required solution. The name of the programme consists of two hefty words 'Chief Minister' as well as 'Good Governance', therefore, its promises had to address the issues hitherto faced within the governance architecture with a fresh perspective. Hence, it has been designed to involve a team feeling amongst the associates thereby promoting sharing of ideas and concerns, quick replication of best practices across all the districts of Haryana, devising well-researched as well as economically feasible and practically implementable solutions to the issues and much more.

A glimpse of how this has been carried out, through different modules, work-pieces, projects as well as district initiatives in the past year, has been presented to the reader in the previous pages.

While carrying out the different activities in their respective districts, associates haven't just been successful in creating a positive impact in Haryana, they have themselves grown at personal as well as professional front. All the associates, based on their previous learning and theoretical underpinnings, worked with the district administration in order to implement the programmes at the district level and made sense of their unique journey. Learning from the experiences through experiential learning such as this is really different than learning from a classroom setting. For one, there are no 'classrooms' as such for disseminating knowledge to the associates. However, it is heart-warming to observe that most associates agree on the fact that they have learnt a lot during the programme. A quick sense of their growth trajectory can be made through the Associate testimonials presented in the second section of this yearbook. Most of them mention stakeholder management and professionalism as a few aspects of their learning in the past year.

In addition to the demonstrable 'harder' impacts of the programme on the lives of the citizens of Haryana or the stakeholders involved in the functioning of the programme including the associates, there're a few 'softer' aspects of the impact too which mostly go undocumented if not unnoticed. One, the programme has grown tremendously in the past three years. The acceptance of the programme, not just demonstrated through an increasing number of applicants every year, but also amongst the bureaucracy has increased manifold. For instance, it has been observed a number of times during the past year that district-level officers rely on associates to garner best practices from other districts. Deputy Commissioners and Additional Deputy Commissioners have found respective associates as thinking board for their ideas. Social media posts about the associates by the CMGGA Facebook page has received a number of takers from the stakeholders in the associate's respective districts. These people are those, as associates mention, with whom they have worked closely in the districts. In toto, it would not be an overstatement to mention that the intentions of the programme for which it has been designed, have percolated to the last mile, thanks to the hard work put in by all the stakeholders involved in its functioning.

It is our hope that the outgoing associates, just like their predecessors, will continue to touch the lives of the people in whatever roles and career pathways they choose to undertake. And the learning gained from this programme, we hope, will continue to keep them in good stead.

Now that the programme is looking forward to twenty five more energetic youths to join in its fourth year, it seems only wise to end this conclusion with a brief note on its future pathways. It is our firm belief that the programme will continue to touch the lives of the people of Haryana under the able leadership of the Chief Minister of the state. With better knowledge from the ground as well as the past experiences gained from its functioning, it is our belief that projects will be designed and implemented better than before in the coming year.