



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



Durbeen

Yearbook 2020-21

4.0

A young perspective
of working with
the Government



WOMEN
WORK FOR VICTORY

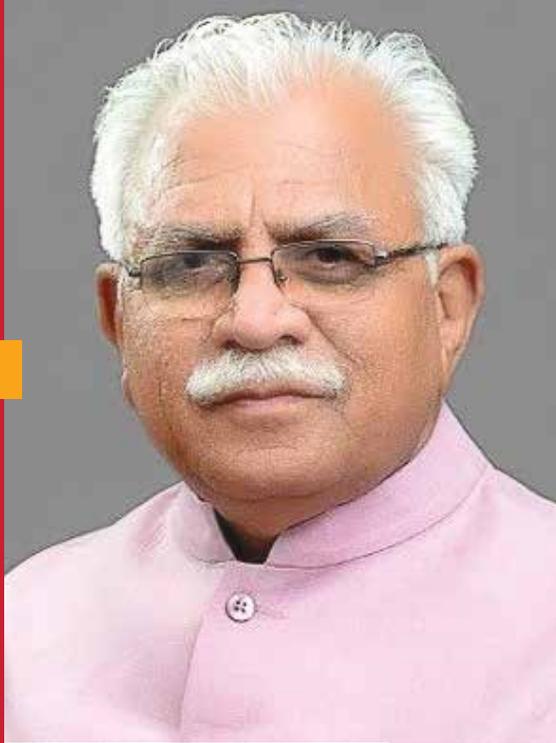
DON'T DESTROY
AND DON'T SPOIL

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Shri Manohar Lal

Hon'ble Chief Minister,
Haryana



M E S S A G E

I'm glad that for 5 years the CMGGA programme has brought about conducive results on the ground. We have been able to achieve multiple milestones in ensuring Good Governance across Haryana despite the challenging situation brought about by the COVID pandemic.

Haryana has seen progress in every sector. The idea of Good Governance has manifold positives, be it citizen service delivery or safety and health of women and children. Young minds and fresh perspectives are crucial in achieving the milestones of various schemes of different departments. The leadership of the District Administration and the role CMGGAs play in bringing about the change are praiseworthy. The Government of Haryana partnership with Ashoka University took shape as the Chief Minister's Good Governance Associates (CMGGA) Programme, which has made a strong contribution towards maximizing Governance and minimizing Government.

This year has seen as a pathway to Digital Haryana. The tenacious and steadfast efforts of the State to implement e-Governance for making delivery of citizen-centric services to the citizens in a time-bound and hassle-free manner helps it to move up the ladder of progressive States and ensure Simple, Moral, Accountable, Responsive, and Transparent (SMART) governance. Even during the tough times of the pandemic, efforts were made to meticulously incorporate digital interventions by almost every department to curb the crisis.

Each year, every new batch of CMGGA thinks up innovative ideas to bring systemic change and streamline the processes across various schemes and services like Antyodaya Saral, eOffice, Sanitation, to name a few. Every year, a new set of projects also come along. What remains constant is the zeal, effort, and enthusiasm of these 25 young professionals so that no stone is left unturned in delivering Good Governance. I am proud of this batch and wish them a bright future ahead.



Dr. Rakesh Gupta, IAS

Project Director, CMGGA,
Chief Minister's Office



M E S S A G E

As the Programme Director - CMGGA, I am filled with so many emotions to see the efforts that have been put in by the fifth cohort (2020-21) amidst the COVID-19 pandemic. This year, CMGGAs have worked on various government programs to tackle some of the most pressing issues in their district under the leadership of their respective Deputy Commissioners.

Haryana has accomplished many breakthroughs, whether in the field of public service delivery, women's safety, education, or the use of technology to amplify the reach and outcomes of multiple flagship programs in the last five years. For instance, the Antyodaya Saral project has won the coveted 'Digital India Award 2020 for Excellence in Digital Governance' by the Hon'ble President of India.

The project brought 549 services and schemes across 40 departments onto a single digital platform to create a citizen-centric service delivery mechanism within the government. Similarly, eOffice, is a digital workplace solution with a vision to achieve a simplified, responsive, effective, and transparent paperless working in Government offices and all 22 districts are live on eOffice.

In the middle of the pandemic, this batch has also been especially brave in their decision to serve in the frontline. Fifteen Associates contracted Covid during the year, but they worked successfully in curbing the spread of Covid-19 under the guidance of their DCs in a sustainable and scalable manner.

I would like to congratulate this batch for providing their immense support and creative ideas for social change and wish them the best in their future endeavors.

Vineet Gupta

Co-founder and Trustee,
Ashoka University



M E S S A G E

CMGGA, which started as an experiment in 2016 has been adding value in contributing towards the development of Haryana over the last five years. The achievements and appreciation this programme has received from senior government officials has been remarkable. As a Knowledge Partner, Ashoka University is proud of this batch for their exceptional work on the ground. The programme has sincerely and positively contributed to all flagship schemes and priority projects initiated under the Hon'ble CM's leadership in the past 5 years.

This year has been extraordinary for us as two of the research papers that studied the impact of Antyodaya Saral and Saksham Haryana have been accepted for publication in well-respected journals. For this, we have utilized the academic expertise of Ashoka University to be able to showcase the flagship work done by the Haryana government to a global audience.

The CMGGAs have also piloted multiple district initiatives which have been recognized by their district administration. For instance, the eCare application developed in Kurukshetra to monitor home isolated patients has helped several home quarantined patients. Similarly the District pilot 'Know Your Haemoglobin (Hb) Campaign' has achieved a new milestone since its inception in tackling the status of anemia in the state.

Ashoka University and the CMGGA team is thankful to the Hon'ble Chief Minister for his constant support and interest in the programme, which is a key motivator for the Associates. I would also like to highlight the major role played in this endeavour by our esteemed donors - Hero, Cisco, Pernod Ricard and Yokohama - who have been closely supporting the programme.

This cohort will definitely become an asset to any firm they go on to join. I wish them success for their future.



Itika Gupta

Assistant Director,
Ashoka University



M E S S A G E

In CMGGA, we believe in nurturing thought leaders to constantly bring out-of-the-box innovation leading to systemic level change. This year has seen a variety of young professionals from different backgrounds and expertise. There is no doubt that their experience has contributed to the programme's spirit of creating a visible impact on the citizens of Haryana.

The programme is its own kind of experiential learning model, and the Associates benefit from the first-hand experience of working with the district administration. We are firmly committed to the professional development of the Associates, and offer multiple capability building sessions hosted by experts at Forums and on an ongoing basis. This year we were able to conduct insightful sessions with experts from UNICEF, IAS Officers, NITI Ayog, GDI Partners, to name a few. These sessions have enhanced the perspective of Associates in having a citizen-centric lens while policy design or initiatives.

To bring about social change, the Associates work rigorously to understand the problem statement, provide recommendations and implement them in their Districts. Many projects this year have marked a new stream in bringing Good Governance to the state, fulfilling the dream of the Hon'ble Chief Minister.

I am particularly pleased with the delta that Associates have themselves called out in their professional development. My best wishes are with them as they open a new chapter in their life.





Chief Minister's Good Governance Associates Programme

Celebrating Five Years of Creating on Ground Impact

In 2015, CMGGA started as an idea when the Hon'ble Chief Minister Shri Manohar Lal suggested an urgent need for ground-level data on the challenges emerging in implementing various schemes and services and also building a knowledge repository for on-ground research. Hence, a concept was required to connect the state government to the district administrations and ultimately to the people.

This idea led to the creation of CMGGA and bring fresh energy to the problem-solving efforts of the state. The concept was to engage passionate young professionals to work with the District Administration to get on-ground data and direct feedback from citizens, bringing out-of-the-box innovations to rising issues and supporting DCs in different mechanisms.

Fulfilling the CM's vision, this whole concept came into existence in a form of a Fellowship acting as both a learning opportunity for young

professionals and as induction of young ideas into interactions between the government and citizens.

The need for an academic partner for the holistic growth of young professionals is where Ashoka University comes into play providing its expertise. The concept was in sync with Ashoka University's commitment to provide young leaders to the country to create an unparalleled difference.

The Government of Haryana and Ashoka University took forward this strategic collaboration and an MOU was signed in Jan 2016. What started as an idea is now a very successful Fellowship, starting from its first batch in July 2016.

This year the programme has successfully completed 5 years. We are overwhelmed with the support that the government has provided so far and the youth who took a keen interest in the programme.



Celebrating the Major Accomplishments of the Programme



2016 Process Reengineering in the Transport Department

the Department of Transport will Implement Standard Operating Procedures (SOPs) for service delivery across the State, including a single-window standardized fee payment mechanism in all districts.

The Department of Transport took these decisions and formulated the new reforms. Some of the major achievements included-

1. Setting up a Facilitation Desk at all e-Dishas to assist citizens in filling up the form
2. Creation of a single window for payment of all fees related to the service
3. Streamlined and improved monitoring for tests conducted for providing learner and driving licenses
4. Delivering documents to the citizen's doorstep via speed post

CMGGAs visited over 30 e-Dishas (service delivery centers) and shadowed over 200 citizens to understand the entire process which a citizen goes through to get these services. During the study, several discrepancies were identified.

When these issues were presented to the Hon'ble Chief Minister, he decided that going forward,



2017 Antyodaya Saral

The new era of citizen service delivery through digital

The Associates conducted a diagnostic of the existing e-Disha Kendras. Their learnings were presented to the Hon'ble Chief Minister in September 2017.

A five-step strategy was developed for the rollout of the Antyodaya Saral initiative by Haryana Digital Cell, which was implemented closely by the CMGGAs. These included bringing all Government to Citizens services on an integrated online platform, revamping citizen touchpoints across the state, ensuring the availability of Government to Citizens services/schemes across all touchpoints, following the RTS timeline for delivery of services/schemes, and building active communication between the Government and the citizen across the State through increased IEC.

The Antyodaya Saral project is the biggest success story of the CMGGA

programme. The project brought 549 services and schemes across 40 departments onto a single digital platform to create a citizen-centric service delivery mechanism within the government.



2018

Mega Saksham Ghoshna

Envisioned by the Hon'ble CM, the Saksham Haryana approach stands out to transform the school education system. It introduces an element of gamification to motivate stakeholders and units within the system to do well. If a block is confident that 80% of its students have achieved grade-level competencies, it nominates itself under 'Saksham Ghoshna'.

This was the major achievement for the third batch of CMGGAs as it saw the 'Mega Saksham Ghoshna' round of assessments, the last and final round being held

in 107 educational blocks of Haryana. This round marks a culmination of the consistent efforts put in by two batches of CMGGA working closely with the Saksham Haryana Cell and the Dept of Education.

After 1.5 years of constant efforts, 107 out of 119 block have been declared Saksham - i.e, 90% **grade level competency for students in elementary** school across Haryana. Assessed by a third party, Gray Matters, the initiative has positively impacted more than 10 lakh students across 4,000 government schools.



2019

The Operationalisation of One-Stop Centers (OSCs)

OSCs support women affected by physical, sexual, emotional, psychological, and economic abuse. They provide a wide range of specialized services, all under one roof. OSCs support women free of charge and irrespective of age, class, caste, education status, marital status. They are open 24/7.

Due to the larger push from the Hon'ble CM's office in 2019 and with the efforts of CMGGAs across all districts, Haryana had successfully set up 22 functional OSCs, in a record period of six months. This is one of the major achievements for the fourth batch of CMGGAs.





2020

eOffice enabling Good Governance in Haryana

Government transactions have one common objective i.e. decision making and disposal of cases. However, some pre-existing and legacy practices are still adopted by Government Departments, leading to a lack of transparency and accountability, and more importantly, delay in decision making.

2020 has been earmarked as Good Governance year in a bid to foster efficiency and transparency. eOffice is a flagship initiative and has great potential to bring long-lasting change to the Haryana governance system. eOffice is a push to move all filing in the government online i.e.

to go paperless, and is being implemented in mission mode, with a 6-month timeline ending December 25th.

In line with the vision set by Hon'ble CM to build a Digital Haryana, the electronic file processing system proved to be a key enabler in ensuring 'minimum government, maximum governance. Haryana is one of the few States in India to implement eOffice till the District Level. This will benefit all government offices by saving time, saving paper, and increasing productivity in the administration.



OUR CMGGA PROGRAMME TEAM

Also, a hearty thanks to the CMGGA programme team for working tirelessly to monitor Associates on-ground and provide expertise wherever possible.



Itika Gupta
Assistant Director



Harshali Dalal
Deputy Manager



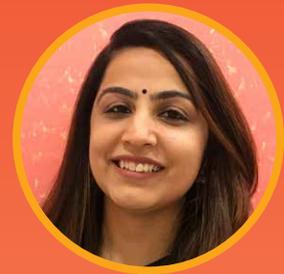
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**A Big
Shout Out and
Thanks to
Our Funders**

**For Making the
Chief Minister's
Good Governance
Associates
Programme Possible**



The five years of the CMGGA programme have been instrumental in driving implementation of flagship schemes and policies in Haryana. The programme is one of its kind partnership between government, academia and corporate enabling experiential learning for ~25 young professionals every year.

In the year 2020-21, the CMGGAs have worked on state-wide initiatives ranging from e-governance, skill development, women safety, pre-school education, e-learning, child nutrition and waste management. Several district pilot initiatives to solve local problems like stubble burning, anemia among girls and women, livelihood generation, e-learning and pandemic management were undertaken by the Associates. In an attempt to drive evidence-based policy making, Associates are also involved in drafting research papers to be published in national and international journals of repute.

We are thankful to our partners Hero Motocorp, Cisco Systems India, Pernod Ricard India Foundation and Yokohama India Private Limited for supporting the programme and being part of this journey. Their contribution inspires us to strive for excellence and improve governance in Haryana.

We believe this partnership is only going to strengthen in the times to come.

His story lives on forever!

A smiling boy with a kind heart now shines in the sky. The CMGGA family remembers the loss of our very own Varun Shreedhar, and the grief of not seeing him around is eternal.

Varun was born in an Army family and was influenced by his mother who runs an NGO in the slums of Delhi. He studied Finance in his undergraduate study at Shir Ram Collage of Commerce. He was also involved with several community outreach opportunities like educating underprivileged children, organizing tree plantation drives, and working with self-help groups for the upliftment of economically backward housewives.

In 2019, Varun was selected for the LSEF-UMASS scholarship for a Masters in Public Policy from the University of Massachusetts, Amherst. It was a dual degree programme that entailed a year in JKLU, Jaipur followed by a concluding run at UMass.

Varun applied and was selected as a CMGGA in 2020, and was posted in Rohtak district of Haryana. Here, he successfully conceptualized a district initiative ensuring 100% power

supply to government schools by setting up rooftop solar panels and battery units.

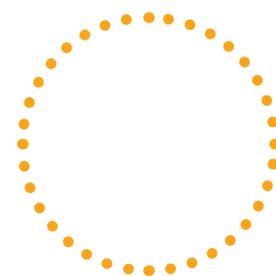
Solar Power in Schools

A majority of government schools in various villages in Rohtak receive only 2 hours of electricity per day. Consequently, non-operational basic amenities like fans, lights, computers, smart boards, etc. are a serious hindrance to the overall learning ability of children, undermining the improvements being made in Haryana's teaching quality in recent years. Solar power is a sustainable and scalable solution for this long-standing problem which also contributes to the State's target of achieving an installed capacity of 3,200 MW by 2021-22.

Varun's contribution to Haryana and the CMGGA programme is a legacy that he left behind. We will always remember him as a cheerful soul who made everyone laugh.

Varun Sreedhar
(1995-2020)
CMGGA Rohtak, Batch of 2020





सक्षम
हरियाणा

SAKSHAM HARYANA

Saksham Haryana was launched by the Government of Haryana in 2017 aimed at improving the quality of education in the State and making 80% of government school students in elementary classes grade-competent, or Saksham. The first wave of Saksham Haryana concluded in May 2019, with 86% of students in classes 3,5 and 7 declared grade-level competent in Hindi and Math. The second wave is focused on sustaining the Saksham status of students across Grades 3 to 8 in all 119 blocks in Haryana as well as improving the quality of education in secondary classes.

Due to the lockdown, schools have not opened this academic year (2020-21). To mitigate loss in learning, adaptations were made to continue delivery of education while students stayed at home. Two major initiatives were launched in Haryana to enable this:

1. EDUSAT - Learning through TV

- EDUSAT is a satellite content streaming service owned by the Government of Haryana for sharing educational content through the TVs installed in schools across the State.
- During lockdown, EDUSAT is being streamed through 3 dedicated TV channels to show content for elementary and secondary grades directly to student homes across Haryana.
- Video content is a combination of in-house State EDUSAT content (made by SCERT and State teachers) and videos from academic partners like Pratham, or Tic Tac Learn from Central Square Foundation.

2. "Ghar se Padhao"- Learning through WhatsApp and SMS

- The Ghar se Padhao Campaign was launched in April, and teachers created Whatsapp groups with the parents and students of their class.
- Teachers are connected to parents of



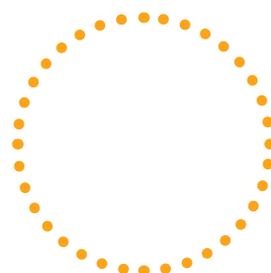
60% students on Whatsapp, and of 10% students through SMS.

- Daily messages shared through WhatsApp include information on EDUSAT channels and timetables, academic videos & worksheets for Hindi, Maths, Science and simple exercises to be shared via SMS for students without smartphone.
- A weekly quiz is conducted on the basis of the content shared in that week. The average participation in these quizzes has increased from 30% to 60%.

Achievements in 5th year

Consistent review and monitoring from HQ to school level and regular collection of feedback from stakeholders helped to further improve the reach and impact of these interventions and address emerging challenges such as limited access to smartphones, WhatsApp and data packs to continually stream videos. SMS and TV were used to make the interventions more inclusive. Instances of overlapping campaigns, Ghar Se Padhao and EDUSAT, being run parallelly have also been addressed. Haryana Free Tablet Scheme has been launched under which more than 8 lakh tablets are being distributed to all government school students from Class 6 to 12.





ANTYODAYA SARAL

As per the vision of the Hon'ble Chief Minister of Haryana, the Antyodaya Saral platform has been developed to deliver all Government to Citizen (G2C) services and schemes on a citizen centric single integrated system. It has the following 4 key components:

1. A user-friendly application submission and tracking system (using SMS) has been created by NIC Haryana to ensure time bound delivery of 550+ schemes and services within the Right to Service (RTS) timelines, as notified by the respective Departments of the Government of Haryana. Since 2017, 3.93 crore applications have been received on the Antyodaya Saral platform of which 84.4% have been closed within RTS timelines. The citizen receives SMS notifications at every stage of the application process.
2. A knowledge management system (KMS) has been created where an applicant can find any information with respect to the documents required, and the fee that is applicable for any particular scheme or service. The expected timeline for processing the same as per the RTS Act is also mentioned in the KMS document.
3. A grievance redressal system (Ticketing System) for the citizens is operated using a toll free number. The citizen may call this number in case of any queries or to register any process or delivery related grievances, which are tracked to ensure redressal within the timelines specified in the Service Level Agreement (SLA). Over 1 lakh calls are answered monthly on this number.
4. An automated IVRS system to gather direct citizen feedback at two stages - post the submission of the application, and post the delivery of the scheme or service - is operated by BSNL. Feedback is collected on service experience from

the citizens for improvement and quality management purposes. Over 7.5 lakh calls a month are made to the applicants. Feedback captured through IVRS rates Antyodaya Saral 4.3 on 5 on citizen satisfaction.

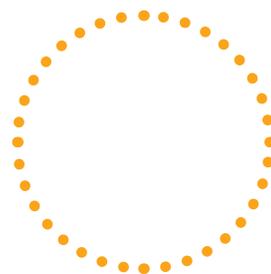
The 550+ schemes and services can be availed by citizens through any one of these 3 mechanisms:

1. Antyodaya Saral Kendras: Every district headquarter and subdivision headquarter across Haryana has a centre where an applicant can visit and apply for any scheme or service.
2. Common Service Centres: CSCs are access points for delivery of essential public utility services, social welfare schemes apart from host B2C services to citizens in rural and remote areas of the country, designed under the Digital India initiative.
3. Online: A citizen can submit the application online from the comfort of his or her house.

Achievement in 5th year

The Antyodaya Saral project secured 'The Platinum Award' from the Hon'ble President of India, for 'Excellence in Digital Governance' in the 'State/UT' category in December 2020. The accessibility of Antyodaya Saral also proved critical in the COVID-19 pandemic response when it served as a platform for the issuance of online movement passes and the resumption of industrial operations. 26 lakh+ e-pass applications were processed where the work was appreciated by Delhi High Court. Multiple touchpoints further ensured access during the lockdown, with 1.3 crore+ applications being processed from June 2020 to June 2021.





eoffice
A DIGITAL WORKPLACE SOLUTION

eOFFICE

eOffice - ensuring a completely digitised file processing system in all government offices

All government interactions, whether internally within departments or with external entities and businesses, have a common objective of efficient decision-making and speedy disposal of cases. However, some legacy practices such as the old, physical file process system, which are still prevalent in government offices, leads to lack of transparency, accountability, and delay in decision making. Research has shown that an average document is photocopied 19 times. 5% of all files get lost or misplaced. 18 minutes is the average time to search a physical document. Paper files double every 3.5 years. A physical letter passes 41 steps before being answered. On average, 5 lakh files are created in Haryana every year, while only 2.5 lakh files are closed. This implies 2.5 lakh files get added to open, pending files on a yearly basis.

Hon'ble CM has given the vision of building a Digital Haryana, ensuring 'minimum government, maximum governance' and achieving contactless, paperless and faceless functioning in the state. Electronic file system is a key enabler for good governance and leads to increase in efficiency, data integrity, data security, transparency, accountability and promotes innovation.

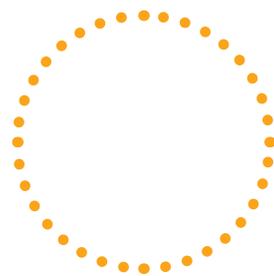
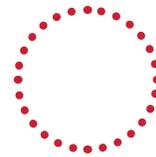
eOffice, an electronic file processing system developed by NIC, has been implemented in mission mode across all department offices at the state and district headquarters. This is a flagship state initiative facilitated end to end by the CMGGA programme to create a long-lasting change in Haryana's governance system by pushing towards complete digitisation of the file processing system and eventually becoming a paperless office. Haryana is one of the leading states in the country to implement eOffice till the district level. This is already benefiting government offices by saving time and paper, and increasing productivity.

Achievements in 5th year

- In an unprecedented endorsement, the project was launched by Hon'ble CM on August 21, 2020 in the presence of Hon'ble CS, and all administrative secretaries. eOffice is being implemented in a phase-wise manner in Haryana. Phase 1 included training and onboarding of all government employees in the state HQ departments.
- Since August 2020, 100+ more state departments have gone live on eOffice completing milestones like training, email ID creation, and updation of digitised employee data. These departments are processing nearly all files digitally on eOffice currently.
- More than 30,00,000 e-movements have been done by 18,000+ users across 100+ departments in Haryana this year. More than 1,50,000 eFiles and 5,00,000 eReceipts have been created.
- Phase 2 began in Dec 2020 with the training and onboarding of all employees in the office of Deputy Commissioner (including office of DC, ADC, SDM HQ) and 35+ department offices at the district HQ. This was catalysed by an official launch by Hon'ble CM on Good Governance Day.
- All 22 DC offices have gone live on eOffice and are processing nearly all files digitally, barring quasi-judicial files. Nearly all employees of the 700+ district offices of various departments in all 22 districts have started processing files on eOffice from February 2021.
- More than 5,00,000 e-movements have been done by 12,000+ users across all 22 DC Offices and 700+ district HQ offices. More than 60,000 eFiles and 140,000 eReceipts have been created.
- A Project Management Unit has been established at Hartron for supporting long term implementation of eOffice with adequate resources including budget and infrastructure. An effective review and monitoring process has been set up and adopted at all levels from the secretariat to district offices.



का सपना, स्वच्छ भारत हो अपना।



SWACHH
SURVEKSHAN
2021

URBAN LOCAL BODIES (SWACHH SARVEKSHAN)

To improve urban sanitation, solid waste management (SWM) and overall cleanliness, the Ministry of Housing and Urban Affairs, Government of India launched 'Swachh Survekshan' (SS), an annual survey for rating 73 cities in January 2016. Since then, 4 such surveys have been conducted. The initiative seeks to rank performance of ULBs on multiple parameters using competitive gamification as a tool to expedite progress. The final rank is calculated considering 3 factors:

- 1 Coordination between the State Government and the Urban Local Body- 30% weightage
 - a. This takes into account financial assistance provided by the state, compliance by ULBs and the quality of documentation, e.g. Utilization Certificate (UC) submitted by the ULB.

- 2 Rating attained in Garbage Free City and the Open Defecation Free categories - 30% and 10% weightage respectively.
- 3 Performance in SS third party verification where progress against Service Level Indicators is assessed through physical verification post the submission of SBM MIS data by the ULB- 30% weightage.

Every CMGGA selected one ULB in their district for detailed interventions in sustainable SWM. In coordination with District Municipal Commissioners (DMC), Executive Officers/ Secretaries, and other staff members, they facilitated on-ground implementation of the action plan and ensured proper documentation of all the parameters mentioned in the SS toolkit. The Associates supported ULBs in SS20 and SS21 by undertaking the following activities:



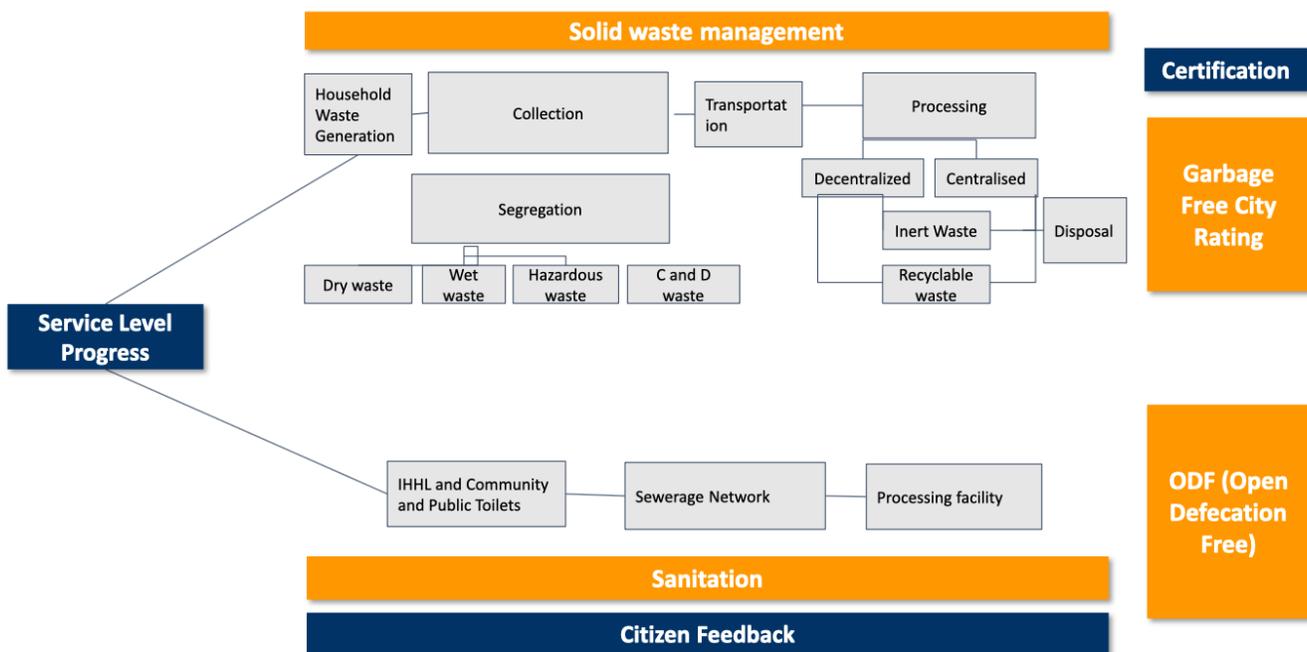
Awareness about Swachh Survekshan

Awareness about waste segregation

Awareness about Swachhata Haryana app

- 1 Ensure Service Level Progress on Short Term Action Items for sustainable Solid Waste Management.
- 2 Ensure proper documentation by the ULB for SS20, SS21, GFC and ODF by the ULB.
- 3 Ensure that the ULB puts up the IEC posters and hoardings provided by the state team/ DULB.

- 4 Support DULB with the diagnosis exercises for implementation of centralised module pieces
- 5 Conduct data backed reviews of the ULB's performance under chairmanship of the DMC.



Achievements in 5th year

Zonal Ranking of Cities < 1 Lakh Population

Sr no.	Name of the ULB	Rank in SS 2020	Rank in SS 2019
1	Charkhi Dadri	11	850
2	Kalanaur	19	116
3	Gohana	19	216
4	Khakkhoda	22	121
5	Narwana	23	674
6	Kalayath	25	248
7	Tohana	26	329
8	Fatehabad	27	177
9	Sampla	27	73
10	Ladwa	30	528
11	Gharaunda	31	81
12	Nilokheri	32	66
13	Barwala	35	151
14	Radaur	35	210
15	Shahbad	38	112
16	Assandh	41	6
17	Hansi	42	504
18	Cheeka	46	337
19	Pehowa	49	402

National Ranking of Cities > 10 Lakh Population

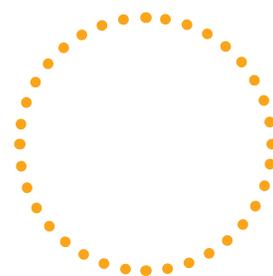
S. No.	Name of ULB	Rank in SS 2020	Rank in SS 2019
1	Faridabad	38	227



QR Code was placed outside the CT/PT which would take the citizen/ ULB official to a feedback form about the service delivery

The use of cost efficient, pointed interventions in IEC and Community Toilets and Public Toilets management initiatives- such as using QR code to report poorly maintained Community and Public Toilets, together with

on-time, quality data submission helped cities and municipalities drastically increased their rankings in SS20. Similar measures were undertaken by ULBs in SS21.



WOMEN SAFETY

The Government of Haryana under the leadership of Hon'ble Chief Minister Manohar Lal took up Women Safety as a priority in the State. This was aimed to be done through a series of targeted interventions related to both prevention and supporting victims of/ from violence. In this context, CMGGAs picked up three projects, namely - Beti Bachao Beti Padhao (BBBP), One Stop Centre (OSC) and implementation of the Prevention of Sexual Harassment (POSH) Act.

Beti Bachao Beti Padhao:

As per the 2011 census, Haryana had the lowest Sex Ratio at Birth (SRB) in the country. After the BBBP scheme was launched in 2015, the Hon'ble CM appointed a BBBP secretariat for effective law enforcement and review & monitoring. More than 30,000 lives have been saved in the past 6 years in Haryana, and the SRB has increased from 830 in 2011 to 922 in 2020. The state government is committed to sustaining this increase in the SRB and providing a safe, non-discriminatory environment for every girl child. The WCD Department undertook the media, campaigning and advocacy initiatives. All 22 districts of Haryana were selected for multi-sectoral action by district administration along with media advocacy and outreach by WCD. CMGGAs in addition to the below objectives, took up creative interventions such as Dhapa Tai, Meri Beti Meri Pehchaan, presenting awards and appreciation to best performers in the district. Objectives to be achieved through the year under this scheme were clearly defined. They are as follows:

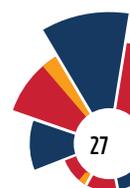
- Facilitate strict law enforcement under MTP and PC-PNDT Act
- Institutionalize review & monitoring at block, district and state levels
- Implement gender sensitization workshops for all BBBP line departments
- Streamline online data collection and dashboard for WCD department

- Effective awareness and IEC, rewards & recognition mechanism across the state
- Sustain the increase in in Sex Ration at Birth in Haryana

One Stop Centre Scheme:

One Stop Centres (OSCs) is a scheme launched by the Government of India in 2016. OSCs are intended to support women affected by violence, in private and public spaces, within the family, community and at the workplace. Women facing physical, sexual, emotional, psychological and economic abuse, irrespective of age, class, caste, education status, marital status, race and culture will be facilitated with support and redressal. Aggrieved women facing any kind of violence due to attempted sexual harassment, sexual assault, domestic violence, trafficking, honour related crimes, acid attacks or witch-hunting who have reached out or have been referred to the OSC will be provided with specialized services. Objectives to be achieved through the year under this scheme were clearly defined. They are as follows:

- Visitors should be able to access a well equipped OSC in their districts 24*7.
- OSC should be well-staffed to provide help to the visitor on all fronts.
- OSC should maintain real-time digitized case logs.
- OSC should maintain digitized authentic feedback from all visitors.
- Effective IEC to ensure more women are aware of services provided by OSC's.
- Active participation of Civil Society Members in the District Management Committee.
- Institutionalize data based review and monitoring processes in the district
- Institutionalize functioning of OSCs to ensure sustainability and department ownership



Prevention of Sexual Harassment (POSH):

The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 is a legislative act in India that seeks to protect women from sexual harassment at their place of work. This statute superseded the Vishaka Guidelines for Prevention of Sexual Harassment (POSH) introduced by the Supreme Court (SC) of India. Following are major points to note in the act:

- 1 The unit of implementation for the Act is the workplace (and not the department level). A single department can have multiple workplaces.
- 2 There is supposed to be one Local Complaints Committee at the district level and Internal Complaints Committees at the workplace level with 10 or more employees, including at least 1 female employee.
- 3 The Presiding Officer should be female.
- 4 At least 50% of the committee members should be female.

CMGGAs had clearly defined objectives for the year as follows:

- Institutionalize all LCCs and ICCs in the district
- Streamline functioning of all LCCs and ICCs
- Streamline redressal of all sexual harassment cases
- Effective IEC and awareness for POSH Act

Achievements in 5th year

Beti Bachao Beti Padhao

- Sex Ratio at Birth improved to 922 girl children per 1000 male children.
- 500+ training sessions and gender sensitisation workshops were conducted across Haryana.
- Despite obstacles due to Covid pandemic, more than 100 FIRs have been registered in this FY under PC-PNDT Act and MTP Act after successful raids, including 40 interstate raids in bordering states.

- 60+ DC/DTF (District Committee/District Task Force) review meetings were conducted.
- 120+ Block Task Force meetings were conducted.
- Targeted recognition, felicitation and awareness activities were conducted across urban and rural pockets with low Sex Ratio at Birth (SRB).
- Districts encouraged citizens to write daughter's names in home name plates under the 'Meri Beti Meri Pehchaan' initiative to promote girl children.

One Stop Centre Scheme (OSC)

- 100% of OSCs are operational 24*7 for cases.
- 100% of OSC buildings have all 11 recommended facilities.
- 95% of MPWs, IT staff and security guards have been hired in all OSCs.
- 100% of OSCs digitally update case data and feedback in real-time.
- 90% of OSCs have achieved a monthly footfall of at least 30-50 visitors.
- OSC footfall across Haryana has improved to stabilize at an average of 450+ visitors every month as compared to 350 in the previous year.
- All District Management Committees have 3 active civil society members.

Prevention of Sexual Harassment (POSH)

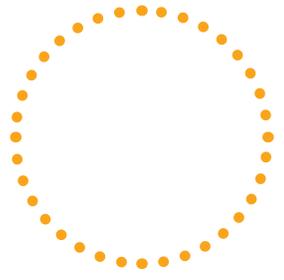
- 870+ ICCs have been institutionalized across Haryana.
- All LCCs and ICCs have been institutionalized in the districts of Haryana.
- Functioning of all LCCs and ICCs has been streamlined.
- 22+ gender sensitization workshops conducted for LCC members.
- 9000+ women (estimate) employees being supported by ICC and LCC committees.

MAGNUS HOSPITAL

बच्चों का
हस्पताल

महिला हेल्प
नं.1091



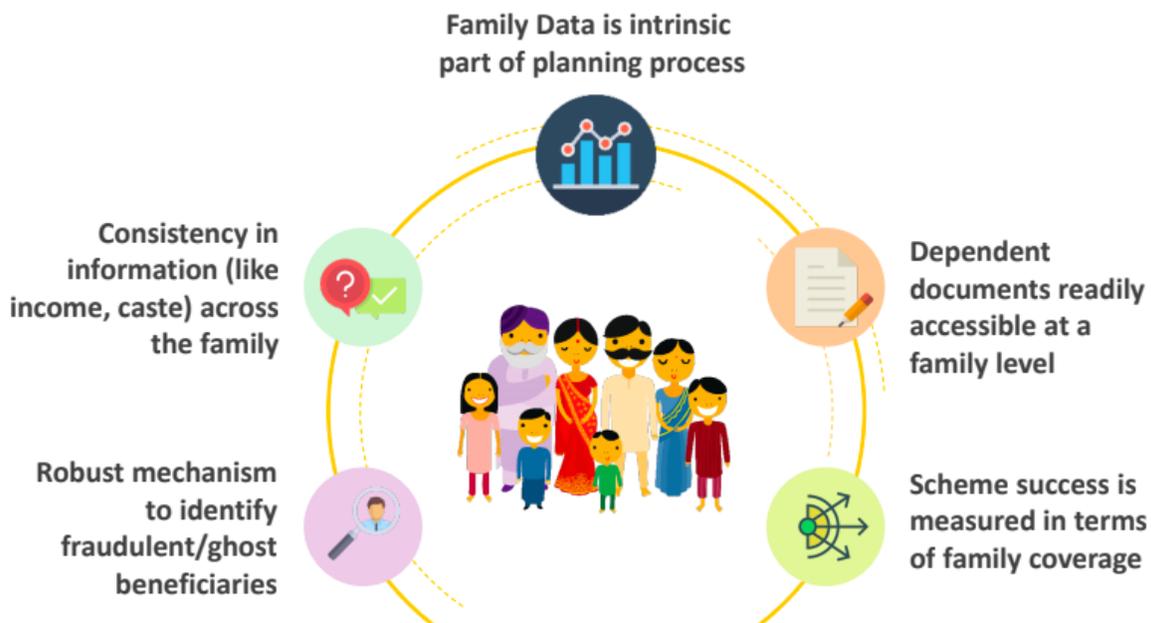


PARIVAR PEHCHAN PATRA

Parivar Pehchan Patra (PPP) was designed in 2018 to further the Hon'ble Chief Minister's vision of proactive governance by creating institutional mechanisms to enable efficient targeted delivery of social welfare entitlements to eligible citizens. PPP aims to build a comprehensive, accurate database of families residing in the State of Haryana using a unique 8 digit family ID (with a family head and members) mapped against their Aadhar number and other essential information required to determine eligibility to entitlements. The objective is to use PPP as a tool to eliminate paperwork, cross verify information and create a seamless system to automatically enroll citizens for eligible support, overcoming the limitation of inadequate agency or information at the disposal of the lay man. CMGGAs have been supporting the implementation in districts by facilitating data backed reviews on monitoring the progress of the project and streamlining operations on the ground. CMGGAs have also worked extensively on conceptualising and implementing IEC activities to speed up the project's implementation by increasing citizen participation.

PPP's implementation plan consists of the following 6 steps:

1. Setting up desks across Haryana for PPP registration, providing required infrastructure and human resources for speedy implementation.
2. Carrying out speedy updations in the data.
3. Acquiring written consent from the family head for the use of data for public welfare schemes. The signed affidavit shall be uploaded into the system.
4. Ensuring quality check mechanisms in the data, for example, by matching it with the information available against the Aadhar number of the individual.
5. Setting up Local Committees who shall visit the families to physically verify all information submitted.
6. Providing efficiently targeted service and scheme delivery to families using the PPP ID.



Percentage of Total Updated				Percentage of Total Signed			
Districts	3rd November 2020	4th January 2021	17th February 2021	DISTRICT	3rd November 2020	4th January 2021	17th February 2021
Ambala	34.77	59.33	80.39	Ambala	20.44	41.48	64.84
Bhiwani	45.92	75.62	90.24	Bhiwani	35.29	55.75	70.97
Charkhi-Dadri	40.19	72.37	88.88	Charkhi-Dadri	31.97	54.27	70.26
Faridabad	46.98	57.43	76.67	Faridabad	13.27	21.71	39.35
Fatehabad	49.34	84.31	94.04	Fatehabad	44.04	76.39	87.85
Gurugram	46.51	69.16	78.41	Gurugram	21.03	49.6	57.2
Hisar	46.37	76.29	87.59	Hisar	33.47	58.28	70.03
Jhajjar	34.39	69.38	82.18	Jhajjar	25.93	54.03	66.65
Jind	37.47	71.5	80.76	Jind	28.78	53.53	62.94
Kaithal	46.04	71.32	82.38	Kaithal	35.52	55.92	67.76
Karnal	40.97	77.14	90.52	Karnal	35.02	62.84	74.89
Kurukshetra	42.32	74.27	84.14	Kurukshetra	36.41	61.06	71.83
Mahendergarh	43.84	74.33	88.39	Mahendergarh	34.78	59.14	75.85
Nuh	40.04	66.09	83.89	Nuh	28.78	40.97	57.65
Palwal	47.32	75.61	89.78	Palwal	35.08	54.26	66.72
Panchkula	28.61	55.56	70.87	Panchkula	20.22	42.75	55.02
Panipat	37.85	72.88	78.48	Panipat	21.05	49.95	55.88
Rewari	33.97	57.17	82.22	Rewari	26.46	41.92	61.89
Rohtak	31.55	68.06	82.96	Rohtak	21.47	52.27	66.31
Sirsa	35.97	66.96	83.34	Sirsa	28.36	52.31	66.05
Sonipat	38.69	67.5	80.85	Sonipat	18.12	44.89	61.19
Yamunanagar	44.22	78.6	88.54	Yamunanagar	35.58	62.91	74.28

Achievements in 5th year

CMGGAs have been onboarded to work with the Citizen Resource Information Department (CRID) in October 2020. Since then, following significant progress has been made:

- 1 The number of families residing in Haryana whose information has been updated in the PPP database has risen from **36% in October 2020** to more than **80% in February 2021**. Similarly, the number of signed families had been on a constant rise.
- 2 **19,639** Local Committees with 5 members each have been created who have commenced the process of verifying information through physical visits.
- 3 PPP has been linked to the Antyodaya Saral platform due to which the verified information of residents is directly picked from the database and no documentation is required when applying for many of the G2C services and schemes. The objective is to achieve 100% linkage to all schemes and services by the end of 2021.



DISTRICT INITIATIVES



An important aspect of the programme is how it gives you the space to problem solve through innovation in your daily fire fighting. Once the initial alignment with district officials is achieved, and the zeal exists to ensure good governance, then sky's the limit!

Utsav Shah
CMGGA Ambala



About the Initiative

Ambala Covid Home Isolation dashboard is a real time dashboard for the Administration, the Chief Medical Officer's office and the Health Care workers. The mobile application is designed and developed to assist stakeholders to collect and transfer error free data easily, conveniently, without work duplication to ensure public and healthcare worker safety during this pandemic time. With the dashboard, you can manage employees, health care facilities, Health Care Facilities (HCF) - CHC/PHC/ Teams. With this structure in place, you can assign teams to particular field visits. The Home Isolation application (Android based) and dashboard was developed by the District Administration, Ambala and the Health Department, Ambala.

The application and dashboard has been selected to be scaled up by Mission Director, National Health Mission, (MD NHM), Haryana to actively monitor the health of COVID positive patients under home isolation.

Key Features

- The application has two interfaces for the patient and the user.
- The users are typically the doctors deputed for home isolation and collectively from over 72 teams currently.
- These teams visit the patients in Home Isolation every alternate day 2 (starting from Day 2) until the 11th day of the patient's home isolation period.
- Regular calls to patients are made to enquire about their current health and if they have been visited by a doctor, given the required medicines, and have been provided the required counselling for diet and COVID appropriate behaviour.

Impact

- Over 300 calls to patients daily.
- Currently monitoring over 3,500 active COVID cases through the application and the dashboard and between September 2020 till date, we have monitored over 10,000 patients.





My perspective towards governance has entirely changed. Before CMGGA, I only understood the policy formulation and implementation from a narrow perspective. The CMGGA experience has provided me an understanding of the district level governance and interplay of various factors for effective policy implementation.

Ayush Singhal
CMGGA, Bhiwani



About the Initiative

The initiative provides quality academic and co-curricular content for home learning to students across Bhiwani. It was aimed at streamlining the efforts of student learning by the Education department during the pandemic.

Key Features

- 1 Teachers have been professionally trained to record and deliver lectures online
- 2 A mobile application and YouTube channel were launched for effective delivery of content
- 3 Live sessions were conducted with external partners for increasing the quality content available to local students
- 4 For overall development of students, sessions on cyber security, debating, mental health, etc. were conducted in partnership with external organisations and experts
- 5 The initiative was also used to train Anganwadi workers and sarpanches remotely

Impact

- 2,000+ lectures and sessions with cumulative views crossing 2 lakh in 4 months
- Impact assessment surveys conducted for the intervention revealed 87% of the student respondents found the lectures excellent and useful (from the survey of 500+ students)
- Two recording labs have been inaugurated and 100+ teachers have been trained for creation of home learning content
- Collaboration with multiple organisations and experts for co-curricular development of students via speaker sessions and workshops
- The initiative has supported home learning and remote learning for students, and contributed to academic and overall development of the students



CMGGA has allowed me to view development from a governance perspective. This experience has been invaluable in building on my understanding of the system. Further, CMGGA exposed me to multiple verticals of development including Nutrition, Service Delivery, Education, e-Governance and much more.

Roop Kunwar Singh
CMGGA, Charkhi Dadri



About the Initiative

A review in October, 2020 revealed the presence of over 1,300 underweight children in Charkhi Dadri district. Among broad causes, missing interdepartmental coordination and lack of mission mode focus were found to be two key levers. A mission mode drive was immediately initiated by W/DC Charkhi Dadri in October, 2020 to eliminate malnutrition among children in the district and set up structures to prevent its re-emergence. Multiple departments- WCD, Health, Red Cross, DCPO- were brought together to tackle this critical issue.

The application and dashboard has been selected to be scaled up by Mission Director, National Health Mission, (MD NHM), Haryana to actively monitor the health of COVID positive patients under home isolation.

Key Features

- 1 Data sharing mechanisms were set up – Google sheets, forms, Whatsapp groups- for constant coordination and efficient data sharing.
- 2 Health check ups of over 300 severely and tending towards severely underweight children were carried out by mobile health teams.
- 3 Children were classified into those requiring Nutritional Intervention and those requiring Medical Intervention.
- 4 Spot feeding of hot cooked meal was reinitiated for severely underweight children (we pivoted to home delivery of hot cooked meals during second wave of Covid)
- 5 All children are being provided supplements over and above the mandated SNP.
- 6 Those requiring Medical Intervention are being provided so under RBSK or through Red Cross Funds





- 7 The Red Cross was involved wherever support for transport or accompanying to hospital was required.
- 8 We also focused on Capacity building. A session on early identification of disability and on early identification of common illnesses like Pneumonia, Diarrhea, have been organized for Anganwadi Supervisors and RBSK Doctors.
- 9 Constant touch points between departments have been set up- Fortnightly meetings on their own and monthly review under W/DC.

Impact

- Out of the initially identified 35 severely underweight children who required nutritional intervention, 20 have moved out of the severe category.
- Around 50 parents were interviewed at the end of February 2021. 96% of them believed that their child had shown growth in weight. 41% of these believed it was owing to the hot cooked meals and 33% believed it was owing to Muskmelon seeds provided as supplements.
- 28 Children identified with medical complications were provided the necessary treatment under RBSK and through the Red Cross.
- Departments have started to coordinate efforts to eradicate malnutrition.



CMGGA is an unparalleled platform for someone who wants to pursue their career in the development sector. This fellowship helped me unearth the potential that I have. I adopted a lot of skills and am instilled with confidence at the end of it.

Kaustubh Varat
CMGGA Mahendergarh



About the Initiative

District library is one of the oldest institution established in 1960s and is located at the central place of the city. Over the last several decades it has been quenching the thirst of knowledge of hundreds of people. But due course of time, it has degraded to an extent that we can't afford to neglect it anymore.

This intervention around the District Library is an attempt to develop the district library as

a knowledge hub for the citizens. As a part of this initiative multiple interventions have been conducted.

Key Features

- 1 Community engagement through district wide book donation drives.
- 2 Infrastructure was created to enhance the experience of the visitor.
- 3 Engagement with the external stakeholders and domain experts for the capacity building of the library staff.

Impact

- The library was nominated by the Director-General of Higher Education to be developed as a model library under the National Mission on Library by the Cultural Ministry of government of India.
- Library is a repository with over 85,000 books.
- Considerable increase in the daily footfall.
- Improvement in the basic facilities and infrastructure leading to enhancement in the experience at the library.
- Well-equipped, knowledgeable, and trained staff to cater to the needs of the visitor.



FARIDABAD

Swachh Faridabad- Smart Faridabad

Strengthening Civic Engagement across all 40 Wards of the Municipal Corporation of Faridabad



As a CMGGA, you get the golden opportunity to enable change from the inside of a system, while still being an outsider! Hardly ever does one get to directly work towards improving governance mechanisms in such great detail, thereby ensuring institutional change across numerous domains, like education, health, gender, public service delivery, etc.

Roopala Saxena
CMGGA, Faridabad



About the Initiative

Municipalities across the State have been plagued by information asymmetry between the officials & citizens, leading to delayed decision making, ineffective waste management, grievance redressal and the like. To solve for this, the “Swachh Faridabad - Smart Faridabad” initiative aims to strengthen civic engagement across the municipality, to create a conducive ecosystem for waste management & developmental works through an effective Public-Private Partnership.

Focusing on public participation as a key lever to identify local challenges and mobilize community resources towards effective implementation of all civic works, the Project operates with each “Ward” as a unit of change.

Key Features

- 1 Officially flagged off by the Honorable Chief Minister of Haryana on 10th April, 2021, with the launch of Swachh Faridabad Anthem, a creative compilation of citizen led waste management initiatives across Faridabad.
- 2 Extensive gap analysis was undertaken of the existing infrastructural & operational waste management capacity of each ward and creating an ecosystem of support for the same by ward-wise mapping of Nodal Officers, NGOs & CSR Partners.
- 3 Strengthening public participation for all waste management and urban development works by establishing Ward Committees, as per the Haryana Municipal Citizens’ Participation Act, 2008.
- 4 Capacity building of Ward Committee Members, Councillors, RWAs, etc. and effective information



नगर निगम, फरीदाबाद आम जनता, नागरिक समाज संगठनों और प्रख्यात नागरिक से क्षेत्र सभा और वार्ड समितियों का हिस्सा बनने के लिए आमंत्रित करता है!

एक कदम # स्वच्छ फरीदाबाद की ओर

आइये हम सब मिलकर अपने शहर फरीदाबाद को साफ़ और स्वच्छ बनाये।



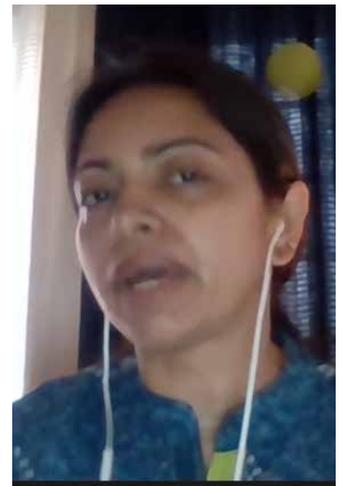
Registration Link

<http://bit.ly/swachhmember>

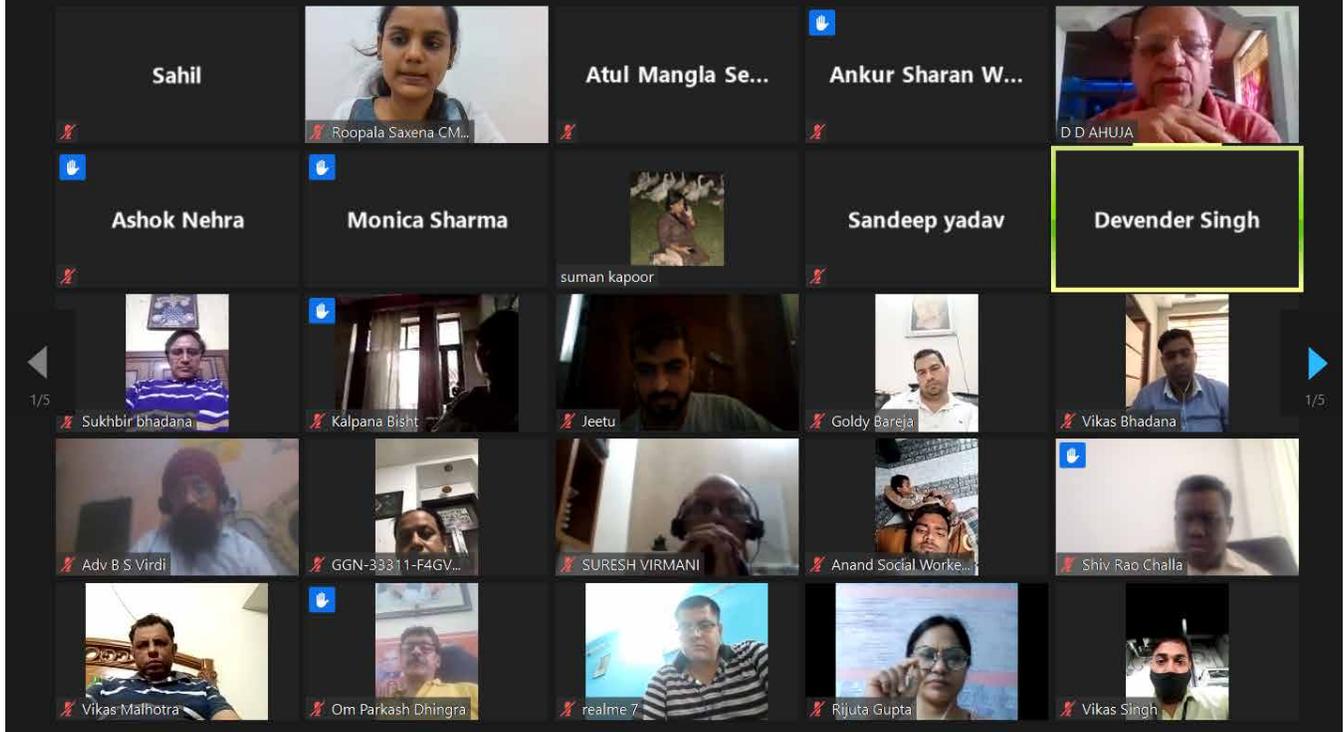
sharing to make the Corporation's data on civic works easily accessible and usable by the Committees

Impact

- Gap Funding of INR ~20 lakhs by Indian Oil Corporation Ltd. utilized to deploy additional eco-friendly waste collection e-vehicles across the identified semi-urban areas facing irregular D2D collection.
- MoU signed between the Municipal Corporation of Faridabad and Janaagraha Centre of Citizenship and Democracy for a year long engagement to strengthen civic engagement across Faridabad.



Ward Committees' Orientation Meeting



- 40 teams each comprising of a Ward Nodal Officer, local NGO, and a local CSR Partner constituted under the "Adopt a Ward Initiative" to aid the management of civic works across all 40 wards
- ~400 member nominations & ~1.5k suggestions received from the residents, eminent citizens, & RWAs to transform the urban spaces by becoming part of Ward Committees.
- 250+ members onboarded, & trained across a series of online workshops, in a bid to streamline the functioning of Ward Committees with MCF Officials and concerned NGO, CSR Partners.



Launching of the "Swachh Faridabad" "Smart Faridabad" Anthem by the Hon. Chief Minister

The Collaboration would enable effective operationalization of Ward Committees across all Wards of the Municipal Corporation of Faridabad



Transforming the Urban Landscape of Faridabad



The programme provides an opportunity to diagnose, discuss and propose solutions to complex problems on-ground with the objective of creating interventions for sustainable impact. The diversity it brings to the work with an interdepartmental approach within governance enables one to look at development processes in a holistic and multidimensional way.

Jyoti Yadav
CMGGA, Fatehabad



About the Initiative

The larger rationale behind this initiative is to cultivate entrepreneurial mindset among women and link them to the appropriate market to make the model sustainable. As a part of the project, women are going to be engaged in procurement of raw material, pulp making (in case of fruits), selling the pulp to the market identified, getting hands on skill training to operate the machinery and product packaging and marketing. An essential component of the initiative is to create women entrepreneurs and ensure social and financial inclusion.

Key Features

- 1 Getting a micro food processing enterprise in the district to process the locally produced fruits & vegetables like guava, tomato, garlic and potato
- 2 Capacity building and cultivating entrepreneurial skills among SHG women on food production technology and hands on machinery operationalisation
- 3 Effective branding, packaging and market linkages
- 4 Increasing economic and social empowerment using the SHG model
- 5 Build sustained support from the government for the maintenance and scale up of decentralized production models
- 6 Improving the scope of women to produce and process finished goods using raw materials and exposure to food technology

Impact

- 14 Women trained in food processing techniques at National Institute of Food Technology and Management (NIFTEM). They have now become master trainers to 100 other women joining them in the enterprise from nearby villages





ability provided them the confidence to come out of their comfort zone and defy the social norms

- The initiative has also expanded the scope of livelihood opportunities

- The estimated turnover is Rs. 1.2 lakhs, which provides each woman a monthly salary of Rs. 8,500
- The initiative provided the women with financial security, which has a potential to strengthen their independence and decision making ability. The exposure to new avenues on livelihood and risk taking



Having worked on policy reform and legislative research with a Member of Parliament before CMGGA, I was fairly familiar with issues of public policy. CMGGA has added depth and a whole new dimension to my understanding of public policy and governance. I am now aware of the challenges and constraints faced while implementing policies at the lowest unit of the administration.

Kanika Kochhar
CMGGA, Gurugram



About the Initiative

Gurugram has one of the highest per capita incomes in the country and is considered a prosperous district. However, the health and nutritional outcomes of Gurugram are not commensurate with the level of economic development and this is a cause for concern. According to NHFS 4, the prevalence of stunting and underweight children is on the higher side in comparison to the state average with a prevalence of 41.2% and 30.6% respectively.

Early childhood constitutes the most crucial period of life, when the foundations are laid for cognitive, social and emotional, language, physical/motor



development and cumulative lifelong learning. Therefore, there is a critical need to provide for an intervention to improve nutritional outcomes of children in Gurugram. To do this, a project was designed to create an environment that results in evidence based, sustainable, multi-sectoral nutrition actions delivered at scale.





Impact

- A 7 day workshop on basic nutritional interventions and anthropometric measurements was conducted to train 300 AWWs and all Supervisors and CDPOs as Master Trainers. Further circle level trainings were conducted by the Master Trainers to cover all AWWs.
- Handouts in Hindi have been developed and shared with all AWCs.
- An anemia testing camp was held for AWWs in collaboration with Fortis Hospital.
- An MoU has been signed with Save The Children for knowledge management and capacity building.
- First round of anthropometric survey was completed before the second wave of COVID hit, and 81,733 children were covered in the district.

Key Features

- 1 Capacity building of Anganwadi workers, Supervisors and CDPOs.
- 2 District wide anthropometric survey of all children.
- 3 Dashboard for efficient utilization of data collected.
- 4 Medical screening of Severely Acute Malnourished (SAM) children.
- 5 Creation of a nutrition intervention package (CSR partners had come on board but this was halted due to the second wave of COVID)
- 6 Creation of a District Task Force headed by Deputy Commissioner to monitor progress periodically.





CMGGA fellowship is an excellent platform to understand the nuances of policy implementation at a district level. The best part about the programme is the unique positioning of a CMGGA. In the due course of 11 months one gets to work not just on the flagship projects of the Chief Minister's Office, but also diagnose district specific problems, come up with potential solutions and implement them.

Nayonika Basu
CMGGA, Gurugram



About the Initiative

Everyday office operations at most government offices, including the ones at Mini Secretariat Gurugram seem cumbersome, considering the amount and pace at which public dealing happens in Gurugram's Cyber City. More often than not, it is due to the unavailability of the right resource at the

right time. It has a negative impact not only on the citizen service delivery who visit these government offices, but also the efficiency of the employees working in these offices. To aid the government officers, various departments and its employees in their daily functioning and do away with the opaque manual systems of requesting and issuing various office inventory and services, an inventory and service management platform named 'Digi Secretariat' was envisioned.

The main objective was to re-engineer the way resources and services get issued from the Deputy Commissioner's office to the various offices under it. By developing a centralised system to take in all IT/ stationary (workstation set up, toner cartridges, etc.) and maintenance (AC, generator, servicing of elevators and toilets) related requests, it has now become easier for both the provisioning department and the employees to plan the procurement and receive services in a streamlined manner. As a result, there is visibility on department-wise resource utilization, proactive planning for resource procurement and overall enhancement of efficient service delivery within the different offices.





Key Features

Inventory and Service Management:

- An online platform through which the staff of Deputy Commissioner/Sub-Divisional Magistrates/ Tehsildars can raise inventory or service requests to Nazar/District Information Technology Society departments (i.e. the maintenance/office inventory departments) for the requirements of their respective office operations.
- The service request is assigned to the concerned supervisor in Nazar/DITS departments, who provision the requested item/service based on the real-time stock availability (on the online platform) on a first come first serve basis.
- Realistic timelines to fulfill the different types of inventory and service requests, be it provisioning of hardware or repair of a leaking tap, have been configured in the system, in order to monitor the compliance of the same.
- Users (employees) can track request status from the comfort of their workstation.
- Users (employees) can provide feedback on every request post closure. This will help assess the employee satisfaction on the timely delivery of their item/service.
- Provisioning departments can assess the demand in a systematic way, thereby making it easy to plan ahead and plan better.
- Exhaustive dashboards have been provided to the provisioning departments as well as the Deputy Commissioner who can conduct data backed monthly reviews of resource utilization and service delivery.

Impact

- Increased efficiency through resource optimisation
- Increased transparency through monthly resource utilisation and spends analyses by different departments.
- 100% digitised stock keeping, enabling streamlined cycles of procurement.



- Enhancing the employee experience by ensuring timely delivery of needful infrastructure and services, leading to improvement in public service delivery.

- Received top down support from Principal Secretary to Hon'ble Chief Minister, for a proposed scale across to all 22 districts. 18 out of 22 districts have already started implementing the same.

- One of the finalist entries in SKOCH Good Governance Awards 2021.



The CMGGA experience has given me an immense exposure in such a short amount of time. It has helped me get an understanding of the government system, its nuances and its hierarchy. Interaction with different stakeholders has equipped me with a better understanding of people management.

Deep Thakkar
CMGGA, Hisar



About the Initiative

The mental health of children has been affected especially due to Covid. Based on a survey done by the Education department, 43% students feel tensed about their future. 41% in private schools and 38% of students in government schools feel stressed at times.

To solve this problem "Project Dhyanam", an initiative of starting "meditation in schools" through Anapana meditation in collaboration with Vipassana International Academy was started. It is a 70 minute introductory course done with 2 schools, GGSSS Gangwa and GSSS Jahajpul

Key Features

- 1 Training PTI teachers for meditation. Offering them a place in the 10 day Vipassana training course, basis their interest.
- 2 Conducted pre- and post-assessment (qualitative and quantitative) of students participating in the Introductory Meditation Workshop and practising daily meditation through the PTI teachers for the next 2 months

Impact

- Research backed studies suggest that meditation in children leads to increased focus, reduced stress and a more positive outlook
- 1,000 students were trained for Anapana meditation.
- Scaling up for 1,40,000+ students of Hisar is under progress
- In the qualitative post assessment, 95% kids gave a positive response
- 20% troubled kids experienced improvement in mental health in quantitative post assessment



The sheer exposure this Fellowship has provided in terms of understanding the governance structures and bureaucracy is unparalleled. My skills in stakeholder management, project planning and implementation in a fast-paced environment have vastly improved due to the fellowship.

Soumya Pancholi
CMGGA, Hisar



About the Initiative

Under this campaign, a special van has been earmarked for conducting mass testing for Haemoglobin (Hb) levels all across the district. Auxiliary Nurse Midwives (ANM) are provided with digital hemoglobinometers for the same. Women, adolescent girls and children are motivated to come and get tested for anemia. If Hb levels are found to be below satisfactory levels, they would be given IFA tablets on the spot for treating anemia. Albendazole tablets are also provided to ensure deworming of all children who get tested. The entire exercise is conducted free of cost and more and more people



are motivated to get tested and treated for anemia through various Behaviour Change Communication strategies.

Key Features

- 1 Anemia Mukta Hisar campaign utilizes a dedicated Van from District Red Cross Society known as Haem-Van.
- 2 A mascot named "Iron Girl" will go with the van and act as an attraction for the campaign so that people relate to the message.





- 3 The exercise combines the twin goals of free-of-cost mass testing for the people and building awareness among them through various behaviour change communication (BCC) strategies
- 4 The campaign also utilizes audio jingles prepared by the Information, Public Relations and Languages Department to inform and educate people.
- 5 A detailed pamphlet enumerating symptoms of anemia, prevention, treatment, etc. is also distributed

- 6 In addition, a certificate of appreciation is given to all having Hb level 12+ for successful remission of anemia by the Deputy Commissioner and the CMO to further boost their morale.

Impact

- Over 15,000 women, adolescent girls and children were tested under this campaign.
- Over 60,000 IFA Tablets were distributed post adequate counseling on consumption pattern





Peer learning and guidance from experts working in the social sector, the opportunity to take up projects with the government, and implement smaller interventions to impact the lives of many are key takeaways of the CMGGA program.

Supriya Sinha
CMGGA, Jhajar



About the Initiative

Anganwadis cater to children in the age group of 0-6 years, a proper pre-school education in an Anganwadi for children is very important. The new National Education Policy advocates for a new pedagogical and curricular structure of school education (5+3+3+4). According to which initial 5 years of the academic structure would deal with the foundational stage of the learning for children of 3-8 years, which would mean engaging with the level of Anganwadis/Bal Vatika/Playschools focusing on multi-level, play/activity-based, and interactive learning.



In this regard, it is important that a proper early childhood care education (ECCE) curriculum is followed at the Anganwadi level. It becomes important for the infrastructure of an Anganwadi to be more child friendly which attracts the innocence of the child to the Anganwadi. Hence, the infrastructural up-gradation of an Anganwadi becomes an important part of the proper implementation of the policy.

Building as Learning Aid (BaLA) is a way to holistically plan and use the physical space of a building as a learning aid for children. It incorporates the ideas



of activity-based learning, child-friendliness, and inclusive education for children with special needs (CWSN). At the core, it assumes that architecture can be a resource for teaching-learning processes.

There are two levels of this intervention:

1. Develop the spaces to create varied teaching-learning situations.
2. Develop the built elements in these spaces as teaching-learning aids.

Key Features

The initiative was planned by involving the Panchayati Raj Department for the civil work, District Institute of Education and Training for basic design and specific BaLA intervention possible in the Anganwadi space.

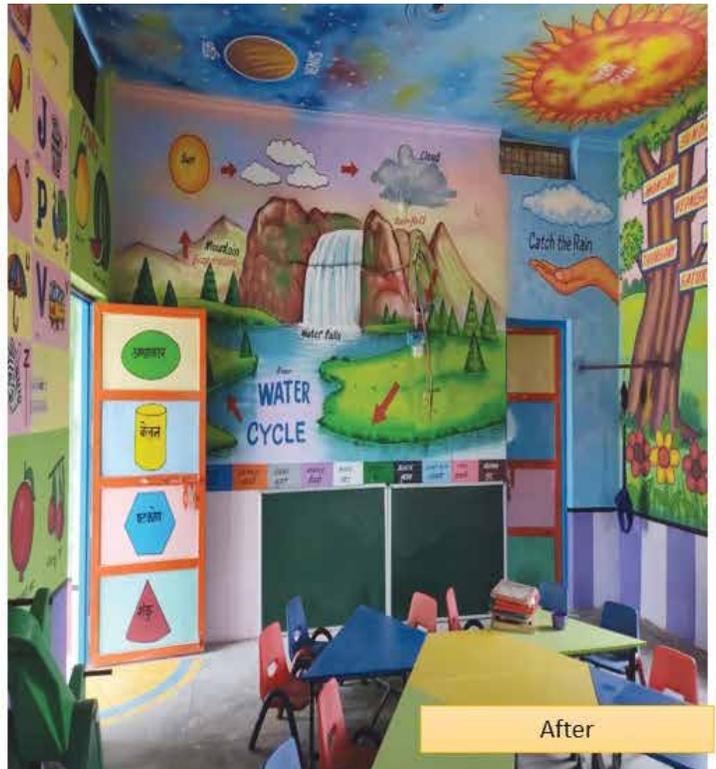
Main features of the infrastructural up-gradation included:

- 1 Construction/Strengthening of boundary wall- Since, the boundary was broken and was unsafe for children.





Before



After

- 2 Overhead Tank and constructing facilities for hand wash and toilets for the kids.
- 3 Placing a wire mesh in all windows because there were incidents of snakes/harmful insects entering the Anganwadi room.
- 4 Tables and Green Boards for children to have a proper play school-like feeling in the Anganwadi.
- 5 Swings and small play area for children by clearing the jungle area that has grown around the Anganwadi.
- 6 Pre-writing grills for children to aid the writing and hand movements in the initial years of the children.
- 7 Specific BaLA interventions like: Me and My World, Shapes and Numbers, Cycles around us, Days of the week, alphabets, etc.

- 8 Attractive animals and birds painted on the walls of the for children.

Impact

- Haryana has 25,000 anganwadis and 4,000 anganwadis are to be upgraded to Play Schools. Infrastructural upgradation in anganwadi would play a pivotal role in a paradigm shift of early childhood education in Haryana. This will also encourage parents to enrol their children in anganwadi as compared to a private play school.
- Making early childhood education accessible to all, a Samarth Anganwadi in Ladpur, Badli, Jhajjar aims for holistic development of children.



CMGGA gave me the opportunity to work on some of the major problem areas our society faces in today's times and engage with stakeholders across the board. It is hard to put a finger on any other platform which allows young professionals to participate in solving such a wide range of problems while still giving them a chance to delve into each one of them in considerable depth. The learning and experiences especially from my work in the second wave of Covid pandemic is something I'll carry forward for the rest of my life, both professionally as well as personally.

Suhita Dugar, CMGGA, Jind



About the Initiative

Based on data from National Crime Records Bureau(NCRB), in the last year Haryana was among the top three states to report the highest number of sexual assaults cases on women. Given the figures and infamy of the state on this subject, women safety is an important issue for the entire administrative structure. This initiative was born after some personal anecdotes from women of

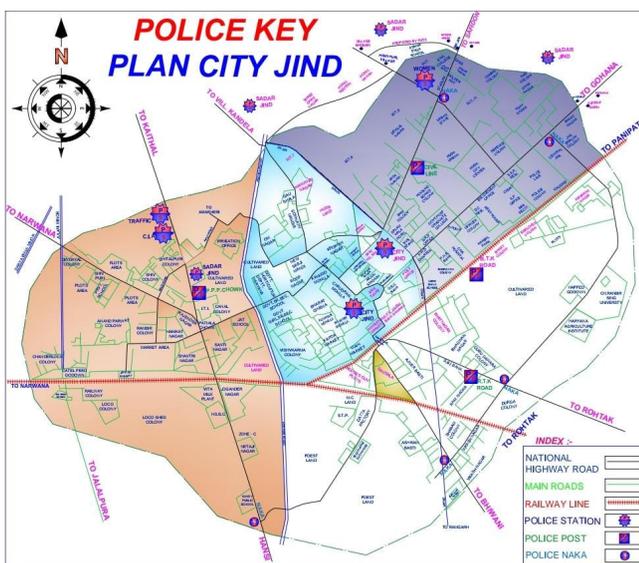
Jind came to the forefront. It revolves around the concept of capturing ground realities through intensive participation from women of the city in various rounds of safety audits of public places. This is done with the intention of documenting the complaints, identifying the unsafe areas and working with the administration on ameliorating infrastructure, improving policing and increasing safety for a woman.

Safety is an important concern which often impedes the agency of females. Improving safety has an impact on women's access to public places, encouraging them to engage in education, participate in the labour force and avail basic human rights granted to them by the constitution.

Key Features

This initiative was planned with Jind Police and involves 4 stages - 3 interlinked audits and final stage of implementation of corrective action. The steps have been as follows:

- 1 Online/physical questionnaires: In the very first stage, an online questionnaire in Hindi was





circulated widely through various educational institutes and police stations in the city. The questionnaire collected information on the general perception of safety and asked for submissions for areas/streets which are perceived to be unsafe. 500 responses were received through this medium.

2 Safety Mapping through participative Public Safety Audit (PSA): In this stage, about 60 students and 20 faculty members came together from 4 higher education institutions in the city. The participants included both males and females and the event was held in association with Martha Farrell Foundation, a Delhi based NGO working on gender issues. Through focussed group discussions and based on data collected via the first step, various parts of Jind city were colour coded based on the level of safety and reasons for their safe/unsafe nature was documented and a report generated. A list with 24 localities of concern was curated by the end of this stage.

3 Physical Audits: 4 teams of 3 members each consisting of delegations from Women and Child Development Department, Education Department



and Police were formed. Each of these teams were assigned 4-5 locations and supported with a pre-made questionnaire on the physicalities of the places were sent to physically audit each identified area. The teams visited each location twice - once during the day and once after dark - and observed the happenings, engaged with locals especially females to understand the reasons for them being unsafe.

4 Implementation of Corrective Actions: After 3 stages which involved data collection, strengthening and verification, all information has been compiled to produce a list of corrective actions for implementation. Post an interactive discussion with all involved stakeholders from various government departments and police personnel, the corrective actions are to be implemented in a phased manner.



Impact

- A participative initiative to mitigate concerns of safety whereby local women got a say on the table is novel for the city and the district. This initiative led to hundreds of women coming forward, documenting their concerns, sharing their experiences from lived realities, delineating the reasons and also contributing to improving safety by sharing suggestions and recommendations. The district administration and district police's prime concern on working on this issue was also evident.
- The corrective actions revolve around various facets such as improving lighting, mending broken boundaries, clearing out objectionable graffiti, and increasing patrolling amongst others. Post the implementation of remedial action, a similar audit will be in the pipeline to assess in depth the results of the actions.



CMGGA programme is one of its kind a unique experience. The learnings through the programme are unparalleled. The work you do at the district level to deliver services to citizens provides you an understanding of how government functions.

Pankhuri Gupta
CMGGA, Kaithal



About the Initiative

As per HARSAC report (2019), Kaithal has 1,09,000 hectare of land under non-basmati and hybrid paddy cultivation. The estimated paddy straw production per year is estimated at 6.2 tonnes per hectare, resulting in an availability of 9,61,000 tonnes of stubble per year. In addition, Kaithal has the maximum red zones for stubble burning which has been a major concern for the district.

The proposed project aims at transforming the mindset of stakeholders to consider stubble as a

resource that can be productively used to create economic empowerment and improving health as a long-term benefit to the community rather than perceiving it as a waste and its disposal as a challenge. The project is proposed to be executed in a phased manner spanning over a period of one year.

Key Features

- 1 Phase I: Behavior Change Communication Farmers in FPOs were engaged through training sessions, field visits and public awareness activities.
- 2 Phase II: Resource efficiency through digitization and effective monitoring and control District administration Kaithal will be supported by Kribhco in setting up the stubble-to- crude-oil supply chain.
- 3 Phase III: Economic empowerment through PPP Involving the farmers in the supply chain management of stubble by creating farmer producer organizations.

Impact

- 1.5x income to 15,000+ farmers
- Better AQI levels





The programme helped in identifying where I fit into the development ecosystem as an individual in terms of my expertise and what I enjoy doing the most in a professional setting. The programme provides you with steep learning not only at the district but at forums too.

Amrutha Datla
CMGGA, Karnal



About the Initiative

ASER 2017 data suggests that dropout rate for girls is negligible at the age of 14. However, by age 18, 32.1% girls are not enrolled in a school or college. Therefore, it is important to work with the adolescents while they are still in the process of understanding themselves and their place in the world. We propose the age group for this project to be 14-20. This youth club will be a short-term certification program headed by a female youth leader from the village. She will be responsible for facilitating the activities of the club that are pre-defined. The club will aim to cover all the girls falling under this age group regardless of their enrolment status, type of schooling, marital status, etc.

Key Features

- 1** Expression:
 - a)** Building the agency of the members over their own decisions and future goals (personal and professional) through different activities through rights education and the likes.

- 2** Attaining autonomy in the community:
 - a)** Helping the members establish their autonomy with the relevant stakeholders from the community through community outreach programs and building platforms for equitable conversations within their communities.





3 Education:

- a) Enhancing an industry-relevant skill of the members through different capacity building activities. These skills will be shortlisted based on a preliminary need and/or demand assessment and its feasibility with the given resources.

4 Health:

Sensitizing members about the biological transitions in adolescence and the need of a healthy lifestyle due to these transitions that include but are not restricted to topics like specific care activities for adolescents, menstrual hygiene, etc.

Impact

- All the dropouts in the club are enrolled in some educational institution by the end of the certification program or by creating a social learning space for those who have no scope of being re-enrolled in school/ college
- Creation of community level champions for better advocacy of their own rights
- Reduced number of early marriages in the intervention villages due to constructive dialogue within communities
- Increased authority over their decision-making for young girls and the learned ability to negotiate for their individual needs/wants

Status

An MoU has been signed by the District Administration and the partner organisation. Due to the COVID second wave, the ground level operations have been put on hold. Starting July 2021, the activities are being re-started in a blended model.





Working as a CMGGA at Kurukshetra, I have learned a lot about how important it is to build a bond with the stakeholders. I could see how the previous associates were remembered for their extraordinary contribution within and outside departments.

Aashima Takkar
CMGGA, Kurukshetra



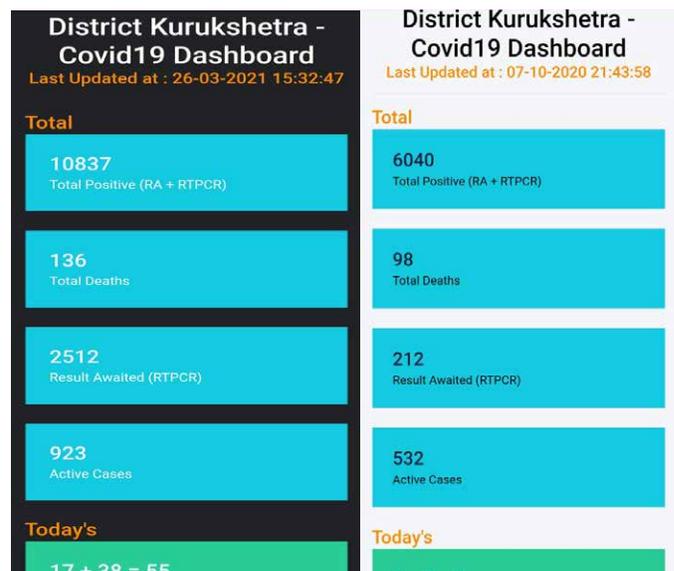
About the Initiative

COVID-19 patient management in Kurukshetra became a challenging task when the cases started to rise exponentially in the month of August 2020. The existing management of information through WhatsApp and emails became tedious and was a source of inconsistent and incomplete records. It was observed that the medical team took close to 2 days time to compile data needed by administration for patients in a facility or hotspot region. The lack of real-time access to critical data led to delay in prompt decision making and slowed down the response management.

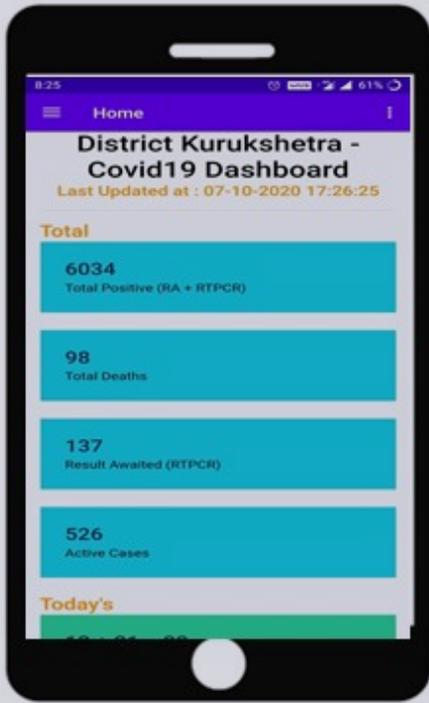
District Administration, Kurukshetra realized that it is important to stick to the concept of 3Ts-Track, Test and Treat in order to curb the spread. The success of the 3T model was dependent on a system that supports the backend data management of patients and eliminates the manual efforts required to maintain the data.

Key Features

The complete solution design of the eCare Kurukshetra app and web portal ties all the open ends and helps us to solve all related problems in the COVID 19 management:



- 1 Result declaration: Potential high risk as COVID 19 patients had no systematic way to get their results in time. This led to an increase in the susceptibility of other citizens by the virus and needed a robust solution to communicate results to ensure on-time isolation.
- 2 Record management: The record management



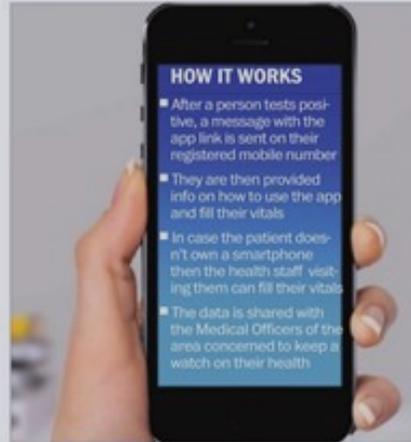
Fill vitals on 'e-care' app: K'shetra admn to home-isolated patients

TRIBUNE NEWS SERVICE

KURUKSHETRA, SEPTEMBER 29 To monitor the health of home-isolated Covid patients, the district administration has asked them to fill their vital parameters on the 'e-care' mobile application.

The patients are being provided the mobile application and are being motivated to use it to fill their temperature, oxygen levels, throat condition and breathing conditions. At present, over 600 people in the district are under home isolation, of which over 110 are using the application to update their vitals since last week.

An official said: "A mobile application was prepared on the directions of the DC to monitor the Covid activities and the health of patients. After a person tests positive, a message with the link of the application is sent on their registered mobile number. They are also provided infor-



mation about how to use the application and fill the vitals. In case the patient doesn't own a smartphone then the field staff of the Health Department visiting them can also fill their vitals. The patients are being motivated to fill their vitals twice a day and also give remarks about their health condition and other related issues they are

facing. The data is shared with the Medical Officers of the area concerned to keep a watch on their health."

Besides, the administration has also started providing the status of the Covid tests results to the Kurukshetra residents through the official website of the district. The person needs to enter the registered mobile number, which was provided to the Health Department during sampling, an OTP will be generated, and the person will be able to get the status of his Covid test.

DC Sharandeep Kaur said: "The application has been prepared to curb the virus spread, monitor Covid patients and other activities in real time. It is being shared with patients and those under home isolation are being asked to fill their vitals and give remarks as well. It will help the patients to remain in constant touch with the Health Department."

in different formats required redundant manual data entries, consuming precious time of the medical teams and led to inconsistent and delayed data reporting.

3 Review and Monitoring: Records are managed and shared in different pro formas and files. There was no unified format to refer for future analysis and became a challenge for regular review and monitoring of health infrastructure.

4 Treatment journey: There was a need to get more real-time visibility in each patient's journey from testing to treatment. The current procedure had separate records for one individual at each stage, and delay to combine them to look at the complete picture was a concern.

Reduced communication of patient records on WhatsApp groups and emails

- Early result declaration and on-time offset of treatment
- Reduced grievance from citizens on complaints
- On-Time response management
- Bare minimum manual interventions and reduced human errors through maker checker via user roles.
- Improved patient tracing and contact tracing
- Efficient and early preparedness with decision making based on the interactive analysis and dashboards

All this helped the District Administration to curb the spread, and the per day reported positive cases in the district reduced by 70% from September to October.

Impact





The experiential learning model of the program is very unique. One gets to experience on-ground work with forums that provide expert sessions, peer learning and best practices sharing culture.

Hence, even if the Associates are posted in different districts, the forums and regular district/ state level meetings give them unlimited experience of 22 districts and learning from each other's best practices.

Dhanshri Jadhav
CMGGA, Nuh



About the Initiative

District administration and senior leadership deal with a lot of matters every day. Frequent meetings happen and many decisions are taken. But many of these decisions are lost as MOMs are not recorded sometimes and even if they are recorded, it is hard to keep a track of them.

eMewat a decision tracking system is developed to track the progress made on the decisions taken by the district administration. It is a one stop platform developed by Nuh administration for a Deputy Commissioner to assign responsibilities, delegate tasks and monitor compliance around any decision taken by him/ her. Following 2 steps were followed to develop this-

- 1 Development of backend with details of officers –
 - a) Map officers and staff effortlessly
 - b) Add and send tasks/ decisions with ease to officer's ID and mobile number
- 2 Development of an interface to add decisions-
 - a) Add task anytime by DC and other senior officers
 - b) Create depository of MOMs (tasks/decisions)
 - c) Search through decisions using keywords

Key Features

- 1 A platform to digitise MOMs for ease of reference and accessibility
- 2 DC and other senior officials can add tasks and map respective officers to them, facilitating easier follow-ups
- 3 After transfers, new officers have access to a depository of previous works done, decisions taken and status of the progress made

Impact

This project is in plot phase and expected impacts are -

- Departmentwise dataset of decisions and MOMs will be created which will provide administrative decision making history to new joining officer at hand an no more revenintion of the wheel
- Due to tagging system of departments to single task and regular reminder system, implementation process will be accelerated with enhanced interdepartmental coordination

Create Decisions interface has 5 components to add a decision.

Task Details

Date

Due Date

Assign Department

Attach file & add task

Map/tag a department

Date of assignment

Decision dashboard shows compiled list of the decisions taken till date and their pendency status.

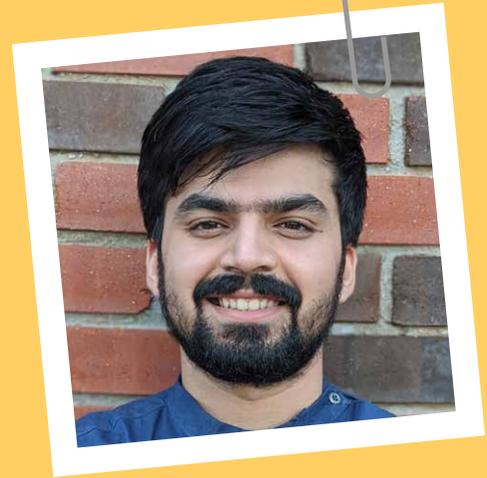
Manage Decisions

ID	Category	Details	Date	Assign Department	Task Status	View	Remarks	Due Date	Pending at Level	Attachment Action
1	HR/Manpower	a ??? Shortage of manpower: 25 posts of Supervisors lying vacant b ??? Other posts lying vacant are as follows: ?? DPO ?? CDPO (5 posts) ?? Assistant (4 posts) ?? Clerk (3 posts) ?? Statistical Assistant (3 posts)	2021-03-31	PO, ICDS, Nuh :WCD	In progress	7		NA	HOD	N/A
2	HR/Manpower	Requirement of ?? Anganwadi workers ?? Anganwadi helpers	2021-03-31	PO, ICDS, Nuh :WCD	Pending	2		NA	HOD	N/A
3	District office space required	Office premises required for DPO and WCDPO (1 & 2)	2021-03-31	PO, ICDS, Nuh :WCD	Pending	2		NA	HOD	N/A
4	Construction/ Repair	Renovation and repairing of Anganwadi centers (AWCs)	2021-03-31	Dy. CEO, MDA,DC Office CEO, Zila Parishad/DRDA Nuh :ZP,PO, ICDS, Nuh :WCD	Pending	0		NA	HOD	N/A
5	Furniture & accessories	Computer sets required for seven (7) block offices and one (1) DPO office	2021-03-31	PO, ICDS, Nuh :WCD	Pending	0		NA	HOD	N/A
6	Mobility/ ambulance	Scooty for supervisors required	2021-03-31	PO, ICDS, Nuh :WCD	Pending	0		NA	HOD	N/A
7	HR/Manpower	1 ??? Shortage of manpower: Vacant posts are as follows Shortage of manpower: Vacant posts are as follows ?? 7 post of Deputy Civil Surgeon.	2021-03-31	CMO, Nuh:Health	Pending	0		NA	HOD	N/A



CMGGA experience has helped me build a grass-root level understanding of diverse problems and facilitated in enhancing my problem-solving abilities. You are sometimes trying to solve a problem in healthcare, education or livelihoods all in the same day, across different projects. I now know the details and the root causes of social problems.

Archit Watts
CMGGA, Palwal



About the Initiative

DIDI (Developing Interaction for Deriving Inspiration) is a one-of-a-kind initiative in Palwal District aimed at helping young girls from government schools in rural areas get mentorship from a diverse set of women who are successful in their respective fields. DIDI Program is hosted by the District Administration Palwal District Haryana. The 2-month rich volunteering experience is an opportunity for women who are interested in their personal growth and wish to contribute towards

the upliftment of young girls belonging to a section of society who don't get to interact with a lot of independent women.

The motivation behind the initiative is to map every young woman seeking support, to someone willing to extend that support, to open up possibilities both in terms of career and personal development for both mentor and mentee.

Key Features

- 1 DIDI is a unique opportunity to inspire and help grow young females, share invaluable advice (because you have "been there"), and celebrate their triumphs with them.
- 2 DIDI will provide a forum for personal and professional growth for mentors as well through networking and educational opportunities.
- 2 DIDI will be a catalyst for creative solutions that fosters ongoing success in the life and career of mentees and fellow mentors.
- 3 DIDI encourages peer-learning among mentees through periodical reflections and team building sessions.





'छात्राओं के उत्थान में महत्वपूर्ण भूमिका निभाएगा दीदी कार्यक्रम'

कार्यक्रम से जुड़ने के लिए महिलाएं 15 अक्टूबर 2021 तक कार्ड सार्वजनिक हैं आवंटन

दिल्ली सरकार ने 'दीदी कार्यक्रम' के अंतर्गत छात्राओं के उत्थान में महत्वपूर्ण भूमिका निभाएगा दीदी कार्यक्रम' का शुभारंभ किया है। यह कार्यक्रम 15 अक्टूबर 2021 तक कार्ड सार्वजनिक हैं आवंटन के लिए शुरू किया गया है।

यह कार्यक्रम छात्राओं के उत्थान में महत्वपूर्ण भूमिका निभाएगा दीदी कार्यक्रम' का शुभारंभ किया है। यह कार्यक्रम 15 अक्टूबर 2021 तक कार्ड सार्वजनिक हैं आवंटन के लिए शुरू किया गया है।

छात्राओं को हर समस्या का हल करेगी दीदी

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यह कार्यक्रम छात्राओं के उत्थान में महत्वपूर्ण भूमिका निभाएगा दीदी कार्यक्रम' का शुभारंभ किया है। यह कार्यक्रम 15 अक्टूबर 2021 तक कार्ड सार्वजनिक हैं आवंटन के लिए शुरू किया गया है।

Didi program will play an important role in the upliftment of women: DC Naresh Narwal

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महिलाओं के उत्थान में महत्वपूर्ण भूमिका निभाएगा 'दीदी कार्यक्रम'

यह कार्यक्रम छात्राओं के उत्थान में महत्वपूर्ण भूमिका निभाएगा दीदी कार्यक्रम' का शुभारंभ किया है। यह कार्यक्रम 15 अक्टूबर 2021 तक कार्ड सार्वजनिक हैं आवंटन के लिए शुरू किया गया है।

महिलाओं के उत्थान में महत्वपूर्ण भूमिका निभाएगी 'दीदी' : नरवाल

यह कार्यक्रम छात्राओं के उत्थान में महत्वपूर्ण भूमिका निभाएगा दीदी कार्यक्रम' का शुभारंभ किया है। यह कार्यक्रम 15 अक्टूबर 2021 तक कार्ड सार्वजनिक हैं आवंटन के लिए शुरू किया गया है।

4 On completing 2 months of Volunteering work and completing requirements, an experience certificate from the office of Deputy Commissioner will be issued.

Impact

Every 2 months, 50 school students from classes 9-11th will be allotted one mentor each impacting a total of 600 students annually.

Mentors being successful role models themselves will be personally hand holding these girls for personal and professional growth on a week-on-week basis.





There is no other program that entrusts a bunch of 20 something professionals with the power to contribute to government functioning. Associates are incorporated in the district administration as active participants, and not just passive spectators.



Twinkle Malhan
CMGGA, Panchkula



An initiative to provide an online open platform for government school students to showcase their extracurricular activities on a public portal, providing them a larger audience for their talent as well as fostering creativity in an otherwise mundane online learning environment..

About the Initiative

Government school students typically have limited incentive to continue with their passion projects. Talented singers, painters and dancers from this section of society get to showcase their skills only during district level sporting events which have a limited audience.

Furthermore, COVID has led to an information overload for these students as their education has shifted completely to an online mode. Their screen time has increased significantly. This has led to increased discontent with school activities. Currently, subject quizzes are being conducted as part of the Saksham Haryana program. There are essay competitions and festival related activities (eg: Teacher's day card making, Diwali poetry, etc). However, participation in these events is low. Quizzes see a 25-30% participation which is declining even further. This is particularly challenging during COVID as "Kala Mahotsavs" can no longer be hosted for the foreseeable future.

A Facebook page has been created where shortlisted entries from school students are posted on a weekly basis. This gives students the opportunity to engage in a healthy competitive environment while pursuing their passion projects during the pandemic.

Impact

200+ entries received in the first 2 weeks of page launch. More than 5000 students across 150 schools have expressed interest in engaging in extra curricular activities through this platform.





The CMGGA program allowed me to hone my managerial skills while actually implementing on-ground projects. It has been a time period of significant contextual learning about the administration and left me with a newfound appreciation for the system that keeps our nation running.



Mridula Sood
CMGGA, Rewari



About the Initiative

Recent years have seen a tremendous focus on gender equality by the Haryana government. Flagship CMGGA projects like Beti Bachao Beti Padhao, One Stop Center and implementation of POSH Act are a testimony to the same. These reinforce the need and potential in the State to work towards gender issues. Pehchan: Gender Clubs is an initiative in continuation with the same.

School level clubs have been established across the district. Technical support is provided by DIET faculty, who design different activities for primary, middle and senior school going children. These are designed to impart learning through stories, games, quizzes, activities, etc. They function as culture clubs, and create safe spaces.

Key Features

- 1 Established active gender clubs at 600 schools.
- 2 A three tier structure has been established, beginning with teams at school level. Each club consists of a teacher and children from the school. It is overlooked by a school level monitoring committee. The entire program is



overseen by a district level committee.

Impact

- Block level sensitisation campaigns have been conducted for all school heads and teachers.
- 250 Internal Complaints Committees were simultaneously created under the POSH act.

CMGGA life has helped me incorporate a solution-oriented approach in my outlook towards public policy matters. Especially, the learnings and the first-hand exposure towards Indian policymaking and governance are unmatched.

Ambalika Khanna
CMGGA, Panipat



About the Initiative

Many SHGs in Panipat are involved in the production of handicrafts like bags, footwear, toys, etc. Currently, approximately 100 such group members exist in the district. Furthermore, the main customer base they cater to are their fellow villagers or other SHG groups. The market opportunity for such products is limited given the customer base SHGs mainly serve.

There is clearly need for more sustainable market linkages that can help SHGs reach out to the right (and wider) customer base – E-commerce websites. Initial discussions with the relevant



stakeholders revealed that quality of the product is a major hurdle in connecting SHGs to E-commerce websites. After going through the existing brands for similar products on these websites, I realized that the issue also lies in the quality of the design. It was therefore decided that Panipat District Administration would partner with National Institute of Design, Kurukshetra to improve the quality of SHG products.



Key Features

- 1 Baseline assessment – A skill assessment of SHGs was done to shortlist the candidates for the training. In this assessment, current understanding of design techniques was captured along with logistical information like time availability and feasibility of SHG groups.



- 2 Technique finalization – Based on the baseline assessment, crochet and stitching were decided as the final techniques for toy-making.



- 3 Product edge – Based on the recommendations of the latest National Education policy, it was decided by the expert faculty that the prototypes would incorporate the idea of experiential learning in toys. The target age group was decided to be toddlers till 6-year-olds.



Impact

- a five-day training-cum-design intervention was conducted with 15 SHG members across four different SHG groups. By the end of the training, SHG members came up with six prototypes in a collaboration with the faculty experts
- 15 orders received and Rs. 4,000 revenue generated





The CMGGA positioning in the district is the programme's most unique feature. You are not just any implementation consultant at the district, you are a part of the administration working towards the welfare of the district and its people.

Shalet Jose
CMGGA, Rohtak



About the Initiative - Mahila Vikas

Currently, there are over 1,000 SHGs functioning very well in Panchkula district. The achievement they made in setting up Atal Kisan-Mazdoor Canteen got them noticed by the Central government and Pinjore block in the district was selected to implement SVEP - Startup Village Entrepreneurship Program (only 6 blocks in the state were selected for SVEP). The SVEP team works with the district and block level administration to build the capacity of the women and SHGs to be able to develop and grow their own business and enterprise. However, there was a lack of marketing expertise and their market linkages are restricted to their own villages and contacts. Other areas to sell products are interstate SHG fairs and demands from the government. The aim of the initiative is to identify and implement new market linkages (especially urban, as Panchkula has a significant urban population) for products created by SHGs and women.

Key Features

A pilot was conducted to understand the scope of the solution design. The existing products were tested out in different market settings and

the medium of marketing was diversified. The following activities were undertaken:

- 1 Created a product catalogue of all the existing products made by SHG women. This catalogue was shared amongst local contacts and its QR code was printed on the stickers of the products being sold.



शुभ दीवाली
पंचौर

अपने स्थानीय महिला उद्यमी का समर्थन करें।

BUY LOCAL!

Supported by : Start-up- Village- Entrepreneurship Program (SVEP), HSRLM & District Administration, Panchkula

- 2** Set up Diwali stalls in the city in two different markets- one near the mandi and one in an urban market.
- 3** Aligned with district administration for physical space within the mini secretariat
- 4** Initiated the identification of dedicated marketing corps to manage stores and stalls in and around the district.



Impact

- The pilot gave the SHGs an exposure to urban markets and the demand for products in such areas.
- Local and handmade products were sold more in the urban setting during the pilot. Going forward, the SHGs will focus on such products to be sold for urban markets.
- Women feel confident about setting up businesses and now are aiming to target over 40 such stalls next Diwali.



This was my first full time role and I don't think I could have asked for a better crash course in the social sector!

Sukanya Janardhanan
CMGGA, Sirsa



About the Initiative - Mahila Vikas

Paper waste is a huge issue in any government set-up. Sirsa, for instance, creates 500 pages of waste at the end of just one of the monthly meetings. This goes to landfills since no better solution has been envisioned.

This DI aimed to change that while also creating gainful employment opportunities for the women of Suchan Village through a very low-cost intervention.

Key Features

A pilot was conducted to understand the scope of the solution design. The existing products were tested out in different market settings and the medium of marketing was diversified. The following activities were undertaken:

- 1 Paper Waste from government offices is recycled by SHG women into folders to be sold back to the government
- 2 Total investment of less than Rs. 50,000, out of which only Rs. 20,000 was borne by the SHG and the rest was raised through crowdfunding.

Impact

- Paper waste from government offices is being redirected out of landfills
- Supplemental livelihood creation for 10+ Women
- Duplicated in Jhajjar for imprisoned women



The Programme offers young professionals a chance to observe the nuts and bolts of the governmental system at play from extremely close quarters. The opportunity to interact with and influence a diverse set of stakeholders is one of the biggest strengths of the Programme.

Pragun Aggarwal
CMGGA, Sonipat



About the Initiative

There are over 9,000 Child Care Institutions (CCI) in the country with 2/3rd of them being Children's Home which seeks to provide care and protection to children from vulnerable groups such as street children, abused children, abandoned children, children affected with HIV-AIDS, etc. However, a great percentage of the established and registered CCIs suffer from the sub-standard provision of facilities, poor infrastructure, inadequate human resources, and lack of financial transparency cum record-keeping.

Haryana has approximately 58 registered CCIs run by both the government and NGOs. However, only 20% of CCIs in Haryana have adequate provisioning of caregivers per child while 75% of them have vacant positions for permanent staff. The Children's Home at Sonipat too is besieged by problems of staffing, infrastructure, and neglect. The COVID pandemic has worsened the woes with growth, development, and well-being of children hit hard in the absence of regular education and recreational facilities for the children.

This initiative thus seeks to reform the Children's Home in Sonipat through a systemic intervention

that creates a safe and a healthy living space for children in compliance with the Juvenile Justice (Care & Protection of Children) Act, 2015.

Key Features

- 1 Infrastructure & Capacity Building
 - Restoring and revamping the physical infrastructure to turn the Children's Home into a conducive space for collaborative learning and growth.





Impact

- A 100 book library set-up to cater to the literary needs of all children within the Children's Home.
- Psychological and physical well-being workshops and camps organized to track the health of each child and to ensure medical intervention, where necessary.
- Renovation grant proposal of Rs. 11 Lakh sent to PWD HQ for revamping the physical spaces within the institution.

- Hiring new members in the staff such as psychologist, cook, supervisor and building the capacities of the existing staff to provide the requisite socio-emotional, educational, health & wellness support to the children.

2 Skilling & Education

- Ensuring 100% school enrollment and learning for all children at age appropriate levels.
- Providing career counseling to children and creating post Children's Home linkages with ITIs, industries and other institutions for meaningful employment and skilling.



- A psychologist, helper and cook hired and trained to provide for the needs of children.



YAMUNANAGAR

Smart Feedback Systems for Public Toilets



The experience has improved my ability to understand, communicate and work with people from across the segments of the society. This helps in understanding multiple perspectives and nuances of our world and its challenges.

Aakanksha Sangwan
CMGGA, Yamunanagar



About the Initiative

Urban Yamunanagar has 50+ public toilets with conditions of most being sub standard. Lack of

cleanliness and basic infrastructure is a reality in all the toilets. Each toilet ideally should have a Safai Karamchari and the ULB officials such as Sanitation Inspectors are supposed to conduct regular visits to ensure maintenance of these toilets. However, due to lack of a systematic and objective feedback mechanism there is poor monitoring. Public toilets also lack a quick and easy mechanism to register citizen feedback. Thus a QR-code based smart feedback system has been designed to help ULB deliver proactive urban governance.

Stealing and property damage are the reality of public toilets and hence cost effectiveness of the solution becomes the most important factor. For this, the ULB developed a quick response (QR) code through its IT department. The QR code would lead to a Google form that contains 3

types of feedback - Citizen feedback, Inspection visit by ULB and Maintenance complaints. The same code can be scanned to record all three types of feedback. In order to ensure credibility of information, the ULB officials have to enter their

Employee Code (mandatory field) for inspection visits and raising complaints.

Key Features

- 1 Each toilet was given a specific code to get visibility. They were coded according to ward no. and type i.e. public, community or Sulabh. This would help to immediately assign responsibility to the concerned party and also give us data with respect to different metrics.
- 2 The code can be scanned through Paytm,





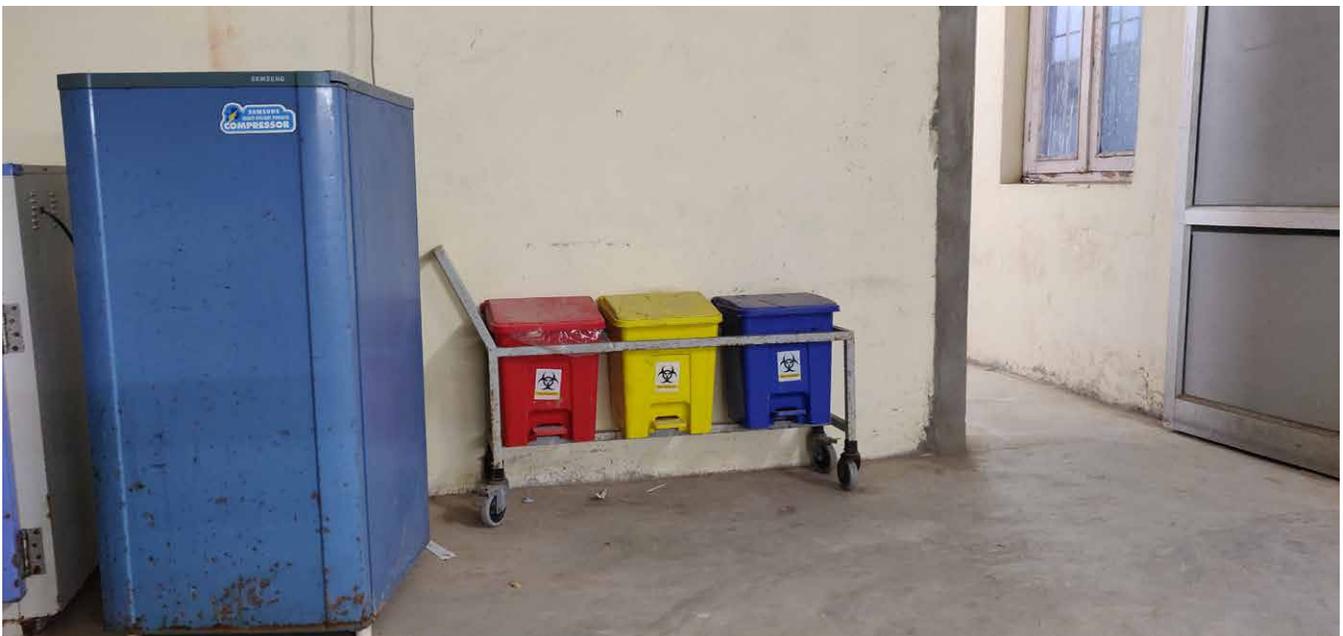
phone camera or any scanning app. Multiple, laminated copies have been pasted on the walls of the toilet for people to scan and record their feedback.

- 3 The data is collected in a Google sheet in the backend, and a dashboard and various action oriented reports such as Inspection report, citizen feedback report, etc. are generated
- 4 The system will be integrated with ULB call center and internal complaint management system to promptly receive and take action on the feedback



Impact

- 100+ responses received in 3 months through the mechanism for public toilets
- Weekly inspection and maintenance visits institutionalized
- 5 review meetings by Municipal Commissioner and Executive Officer
- 5 toilets identified where sanitation staff regularized and infrastructure improved
- Integration with Internal Complaint Management System of ULB to decrease response time





वृत्त (circle)
 ऐसे पाँच बंद वक्र जिसका प्रत्येक बिन्दु एक निश्चित बिन्दु से समान दूरी पर स्थित हो उसे वृत्त कहते हैं।
 तथा उस निश्चित बिन्दु को वृत्त का केन्द्र कहते हैं।

समानान्तर चतुर्भुज	असम	वर्ग	समान होती है तथा समानान्तर होती है।	समान होती है तथा समानान्तर होती है।
आमने सामने की भुजाएँ	समान होती है। तथा समानान्तर होती है।	समान होती है तथा समानान्तर होती है।	समान होती है तथा समानान्तर होती है।	समान होती है तथा समानान्तर होती है।
विकर्ण	समान नहीं होते	दोनों विकर्ण समान होते हैं।	दोनों विकर्ण समान होते हैं।	विकर्ण समान नहीं होते
एक दूसरे विकर्ण का समद्विभाजन	विकर्ण एक दूसरे को समद्विभाजित करते हैं।	विकर्ण एक दूसरे को समद्विभाजित करते हैं।	विकर्ण एक दूसरे को 90° पर समद्विभाजित करते हैं।	विकर्ण एक दूसरे को 90° पर समद्विभाजित करते हैं।

चार भुजाओं वाले चतुर्भुज को चतुर्भुज कहते हैं।

$\frac{1}{2} + \frac{1}{2} = 1$
 $\frac{1}{2} + \frac{1}{2} = 1$
 $\frac{1}{4} + \frac{1}{4} = \frac{2}{4} = \frac{1}{2}$
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 $\frac{1}{3} + \frac{1}{3} = \frac{2}{3}$

STICKS



ASHOKA
UNIVERSITY

Research at Ashoka - Building knowledge repository with CMGGAs

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

The CMGGAs are expected to undertake both qualitative and quantitative research. This will help them assess the impact of the initiatives already underway, to deliver an analysis of the governance and policy landscape of the State and to identify opportunity areas for government intervention to deliver impact at scale.

It is noteworthy that our last two cohorts have received wide acceptance of their research papers by various publications.

A total of 7 research papers are accepted for publication, of which 4 have been published on platforms like Policy Review, ISPP, Journal of Governance and Public Policy, and IPE India.

Given below is the list of published research papers. Click on the link to access them.

- 1 Saksham Haryana: The Role of Policy Implementers Jindal Journal of Public Policy
- 2 Performance Measurement in Public Administration Policy Review, ISPP
- 3 Saksham Best Practices Journal of Governance and Public Policy, IPE India
- 4 Antyodaya Saral - Citizen's Perspective Journal of Governance and Public Policy, IPE India





Looking Back, and Forward

Five years of CMGGA

The Government's functioning has sharply improved in terms of citizen service delivery. There was a time when file movement from one office to another meant an expenditure of time. This has also resulted in back and forth between officers, and on the citizen front, there was a corrupt mechanism and long waiting lines. To solve these daily firefighting of citizens and officers, Hon'ble CM Manohar Lal recommended to work on the technological interventions, new ideas to bring maximum governance and better transparency in the system. The need for including young minds to help the government to achieve these milestones was also established. It is not the first time that young professionals helped and supported governments in India. However, in Haryana, the Chief Minister's Good Governance Associates programme with Associates working on ground in the 22 districts has set a new benchmark with every successful year by bringing the best possible and sustainable solutions to the issues.

Since 2014, the CMGGA work domain has expanded. From citizen service delivery, women safety, health and nutrition, education, sanitation, and now COVID, Associates (or CMGGAs as they are referred to) have worked efficiently to bring about the best in governance. The CMGGAs work on problem solving and also implement innovative solutions in their district to support their DCs. CMGGAs in the fifth year have been instrumental in upholding the spirit of the programme by tackling challenges raised even in the middle of the pandemic. Some of the achievements in the fifth year have been highlighted in the previous section of the yearbook.

It is also noteworthy that the efforts and dedication that CMGGAs put in their

respective districts has been recognized from time to time by the Government. This is the result of five years of building trust among the people of Haryana by proving the clear-cut outcomes and palpable impact across flagship programmes such as Antyodaya Saral, eOffice, Beti Bachao Beti Padhao, Saksham Haryana, Swachh Sarvekshan, etc. For COVID management, several interventions (including leveraging technology) were conceptualized and initiated by CMGGAs, which have helped curb the crisis.

With changing dynamics in every domain of work, it is important to study and document the work CMGGAs do in the district, including concept notes, presentations, and best practices from the ground. The programme also involves CMGGAs experimenting with first-hand research on multiple domains and author research papers in the public policy domain.

The Field to Forum approach of the programme is unique and one of its kind to ensure the professional development of the CMGGAs. This involves working on the ground in their individual districts for ~6-7 weeks, and then coming together at Ashoka University for week-long Forums. These Forums enable a platform for peer learning, problem-solving, nurturing new skills and knowledge by engaging with industry experts, focused capability workshops, etc.

For the past five years, CMGGAs have proved themselves as thought leaders and we are very confident that they will continue to work towards the betterment of society at large. We wish this cohort the best of journey for their future endeavors.





CMGGA

Chief Minister's
Good Governance Associates

for a progressive Haryana

**A strategic
collaboration
between the
Government of
Haryana and
Ashoka University**



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