



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



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Durbeen

3.0

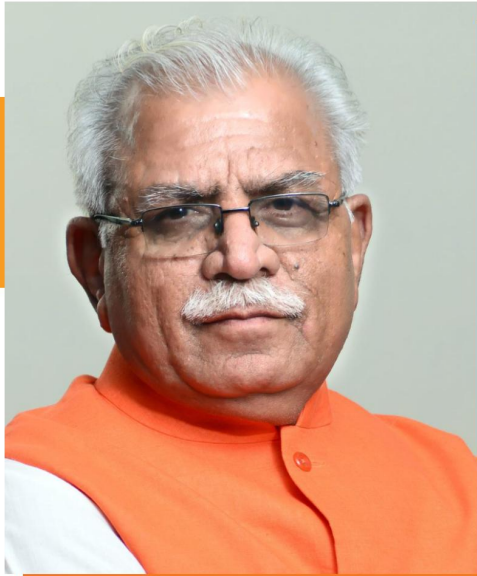
A young perspective
of working with the
government



Durbeen 3.0

A young perspective of working
with the government





Manohar Lal Khattar
Chief Minister, Haryana

MESSAGE

The fourth year of the Chief Minister's Good Governance Associates (CMGGA) Programme has brought young professionals who brought in innovations while working with their respective districts. I am happy to see yet another successful year of the programme and the progress it has made in the last four years.

Haryana has grown both on social as well as economic parameters over the years. A positive change in the approach towards governance to have more citizen-centric services have helped Haryana achieve major milestones across various streams such as sanitation and sex ratio at birth. A commendable effort to facilitate these achievements has been made by the leadership in the districts as well the CMGGAs working in close collaboration with the administration. The agenda of minimum government, maximum governance has been successfully imbibed into the system due to this partnership and team effort.

Primarily, the CMGGAs work on three major aspects of good governance, which are accountability, transparency, and efficiency. Haryana as a state has successfully implemented a lot of citizen-specific services such as Antyodaya Saral, Saksham Haryana, or operationalization of One-Stop Centers. This also showcases a transformative journey of governance in Haryana by addressing a 3S Principle - to be systemic, scalable, and sustainable.

Every batch of CMGGA brings together a set of creative professionals. I am positive that this batch would take the learning from the programme and would add value to the development sector. The key is to make a difference by thinking 'beyond imagination' and giving back to the country. The learnings from the programme would help take forward the legacy of the programme. I wish each one of them a successful future.



Dr Rakesh Gupta

Program Director,
CMGGA,
Chief Minister's Office

MESSAGE

As the director of the prestigious CMGGA Programme, I couldn't have been more proud of the fourth batch 2019-20. As a good mix of ambitious and skilled young professionals, CMGGAs this year worked on multiple government programmes but also have innovative district pilots with great outcomes across domains including education, women's safety, rural development to name a few.

I acknowledge their untiring efforts and am happy to see the progress and achievements the state has made via its unique interventions, which have been supported by CMGGAs to ensure a smooth on-ground implementation. For instance, Saral was recently awarded the National Gold Award in the category of 'excellence in providing citizen-centric delivery'. Similarly, under education, Haryana focussed on improving the grade-level competency of government school students through a systemic transformational journey and as a collective intervention engaging students, teachers, principals, mentors, and officers directly. With repeated efforts at the academic and administrative level, 115 blocks out of 119 have been declared Saksham in 2019, which means that 80 percent of students from 6-8th standard are grade-level competent in Hindi and Maths. In 2020, the scope of the project was increased to all classes across all subjects.

One of the most challenging works implemented by the fourth batch was interventions around women's safety in the state. A first-time programme, the batch successfully conducted a comprehensive diagnosis to understand the ground realities and customized awareness campaigns accordingly across districts. A major achievement has been the operationalization of One-Stop Centers in all 22 districts and multiple services for ensuring women's safety and empowerment.

I am keen to see the next batch of CMGGAs who would be taking the legacy forward.



Vineet Gupta

Co-founder and Trustee,
Ashoka University

MESSAGE

Ashoka University takes pride in being the knowledge partner of the CMGGA Programme for the last four years. Though it started an experiment in 2016, the success rates and appreciation among government stakeholders as well as among the youth has been overwhelming.

The programme has a set structure for providing associates with the first-hand experience of working with the government as well as ensuring their professional development. The programme is rightly an amalgamation of 'innovate, learn and grow'. The CMGGAs have innovated multiple district pilots which have been well appreciated by the government stakeholders. Whether it is the development of model roads in Gurugram, or online coaching for students in Faridabad, or developing a consolidated grievance redressal portal, or even pushing rural development through a well-modulated super village challenge, the list is quite impressive.

While the CMGGAs get an opportunity to understand governance models and policy implementation, the government receives innovative solutions and competent professionals. Ashoka University believes in shaping the best of talent in the country to impact lives positively and nurturing thought leaders. CMGGA programme is a perfect platform keeping the aforementioned vision as the central theme.

I would also take this opportunity to thank all our partners and CSR funders who have been supporting the programme each year. Special shoutout to Cisco, Reliance, and Hero for their consistent interest in the programme and tracking the progress of work as well as the growth of the young professionals.

I am confident that this cohort will add value to other firms as they go on graduating. My best wishes to all of them.

Making the CMGGA Programme Possible: **A special thanks to our Partners**

The CMGGA programme has successfully completed four years since its inception in 2016. Each year sees a new cohort of skilled young professionals supporting the district administration in implementing the state's flagship programmes.

One of the unique features of the CMGGA Programme has been how it actually operates - while it seeks to work at the heart of policy implementation, it is also a CSR-led initiative through Ashoka University as the knowledge partner. Amongst many other governance fellowships running in the country, CMGGA is one of the most profound programmes which has a collaboration model bringing together the government, academia, and corporates.

In the year 2019-20, the CMGGAs have worked on multiple innovations in their respective districts, and our partners have taken a keen interest and explored synergies to support us at every step of the way. These partnerships have enabled the program to produce sustainable results in Haryana by engaging fresh minds to bring out-of-the-box ideas.

The edifice of the programme lies in having a structured approach, clearly set targets and outcomes, and regular reviews with the government officials as well as our supporting partners.

We are pleased to have these partnerships that bring out quality outcomes for a greater cause.



Corporate Social
Responsibility



Model Economic
Township Limited



Pernod Ricard

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

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TABLE OF CONTENTS

Recapitulating the Why, What
and How of the CMGGA
Programme

01

Modules

Combating the Global
Pandemic: COVID 19

02

Administering a culture of
Policy Research at CMGGA

03

District Initiatives

Achievements in the fourth
year

04

Looking Back, Looking
Forward: Four years of
CMGGA

05

06

Reflections and
Way Forward

07

Celebrating Cohort of 2019

08



Recapitulating the **Why, What** and **How** of the **CMGGA** **Programme**

Being in its fourth year, the CMGGA programme has grown over the years in terms of the diversity of associates in each cohort, the varied skill sets they bring to the table, and the collective impact created through various innovative interventions. Haryana as a state has achieved many milestones, whether in the field of public service delivery, education, or use of IT to amplify the reach and outcomes of multiple flagship programmes in the last five years. CMGGA Programme has catalyzed some of these processes while ensuring smooth implementation of programmes on the ground.

Initiated as a nascent idea to ensure effective feedback from the ground, the CMGGA programme was born out of a forged partnership between the government of Haryana and Ashoka University in Sonapat. Facing a bumpy start in 2016, attracting criticism from most corners, the programme kept working on the vision of helping Haryana progress towards development with easy, sustainable, and innovative solutions. The belief of the Hon'ble Chief Minister was a constant support system with a long-term vision of driving impact at scale in Haryana. With visible results being delivered by the CM's associates by the end of the year in 2016, the programme had kicked in a culture of quick outcome-driven progress, devising monitoring and evaluation mechanisms as well as streamlining implementation processes across multiple programmes. Following this approach, and with consistent support from the Chief Minister's Office, the programme gradually witnessed a warm welcome from the district administration, with associates that were 'outsiders' were now considered to be 'insiders'.

CMGGA cohort 2019-20

The fourth cohort of the programme consisted of a mix of 24 talented young professionals. With an average age of 24 years, 8 percent of the cohort had worked previously in the development sector with an average work experience of 1-1.5 years. The associates came from various domains such as Humanities, Social Work, Economics, Public Policy, Engineering, and Urban Planning. Attributing to the Pan-India recruitment process, each cohort represents an average of 10 states each year.

This year's cohort saw most associates from Maharashtra, Delhi, UP, Kerala as some of the Indian states. While most of the cohort emerges from high-level Universities in India, some attraction within the foreign Universities such as SOAS, Oxford, and Singapore University was also witnessed.

How does the programme work?

Offered as a one-year experiential learning fellowship, 22-25 young zealous individuals are recruited every year and placed across 22 districts of Haryana. The associates work directly under the Chief Minister's Office and in close collaboration between their Deputy Commissioners and administration. A set of state government's flagship programmes are converted into work modules that the associates implement in their districts. Apart from these, the associates also work on edgy issues pertinent in the districts and provide innovative solutions for them. These are popularly known as their district initiatives, which are generally conducted in a pilot mode and if found successful, can be scaled up as a statewide programme.

CMGGA Mandates as part of the Programme



ASSOCIATE

TESTIMONIALS



Professionally, the CMGGA program has helped me develop time management, stakeholder management, the ability to think critically, and problem-solving. I have also learned to work individually as well as in a team. Working at various levels helped me understand different perspectives and be optimistic even in difficult situations.

Meghana Kaladi, Jhajjar



For me, working on multiple projects has been extremely enriching, especially on women's safety. The program sets well-defined targets and pushes you to be output-oriented in a limited time, which makes it a well-structured program. As young professionals, one gets full freedom to innovate new projects, which allows one to be creative and agile and think from a different lens altogether.

Sunaina Mathur, Panipat



Professionally, even though this is my first job, I truly feel that a better start to my career could not have been anything apart from being a CMGGA. As I aspire to be a civil servant, CMGGA has given me first-hand on-ground experience and insights into the life I wish to lead. Being an MBA, I was taught leadership, stakeholder management, project management, and CMGGA allowed me to live these roles.

Devyanshi Dubey, Sonipat



My first job was at Deloitte as an Analyst. I never thought that I would ever see such a massive jump in my career progression once I joined the CMGGA Program. This program has offered me the creative independence to work around tasks, and the opportunity to take full ownership of every little project that I undertake. It has truly transformed me both professionally (cultivating leadership abilities, multi-tasking), as well as personally.

Swati Rajmohan, Gurugram



The program has helped me build on my approach of driving a sustainable change by showing how along with identifying a sustainable solution, it is equally important to drive it through an approach that helps it achieve the maximum impact (via a top-down approach). Besides this, it has also helped me strengthen the skill of stakeholder management further. It has also made me realize how systemic change needs to be driven by these stakeholders.

Prachi Vashishtha, Jind



CMGGA has been the biggest learning experience of my life. Professionally, it has given me the confidence to independently lead projects. Before joining the program, I was keen on gaining some experience under somebody's guidance as I felt I have a lot to learn as a young professional. However, working as a CMGGA and independently accomplishing a few things in the districts has made me realize that I should have no boundaries in learning.

Saumya Gupta, Rewari



Professionally, the CMGGA Programme has provided me with the unique opportunity to delve deep into stakeholder management and also allowed me to learn at three different levels of Public Policy- Inception, Implementation, and Evaluation. Furthermore, I gained a renewed sense of respect and appreciation for the bureaucracy and civil servants, seeing the sheer volume of tasks that they incur daily.

Pulin Singh, Kaithal



CMGGA was my first foray into the development space and there could be no better opportunity to learn about the sector and apply my skills. It has helped me in understanding the governance approach while catering to a large set of people. I have learned to look at multiple perspectives and take different lenses while solving complex social issues through a wide array of interventions. I have certainly developed more patience while dealing with all the paperwork and follow-ups with multiple government officials.

Sparsh Maheshwari, Hisar



The CMGGA programme has been a life-changing experience for me. It has made me more confident, aware, and sensitive to the needs of people. It has helped me hone my interpersonal skills and has made me more pragmatic in the way I approach things. For instance, initially, I used to hesitate in reaching out to people but now I know that if I don't approach or talk to people the answer will always be no. It also taught me to work with patience and perseverance.

Alina Masoodi, Hisar

ASSOCIATE

TESTIMONIALS



The program provides a platform to develop a unique skill set of stakeholder management, strategic planning, and quality implementation in a time-bound manner. Personally, it helped me overcome the challenges of living alone and adapting to a completely new setup. The inner workings of policy making and implementation at the district level have been my key takeaways.

Apurva Shelke, Karnal



On a personal level, I have learned 'people skills' and how people behave when incentivized and motivated to work vs when they are not. I have had the opportunity of witnessing this firsthand and getting some impressive outputs from the field team when they were applauded for their work. On the professional front, there is a long list since this was my first job. But the most important learning was stakeholder management, which can make or break a project, no matter how good the idea of it is.

Maimoona Sahar, Palwal



The CMGGA programme is my first, full-time assignment and I don't think there could have been a better start to my career. I believe I have acquired a lot of skills and traits that will be very useful to me in the future, irrespective of the field or setting that I work in. Personally, living in a district like Nuh has made me a lot more resilient, compassionate and grateful.

Praneet Jaswani, Nuh



The role of a CMGGA requires staying up to date in each domain and keeping up with the things which are moving parallelly. It involves driving change from the top tier in the district like Deputy Commissioner, District department HODs, Chairpersons. It involves problem-solving, negotiations, collaborations, stakeholder management, and providing in-depth insights using a citizen's perspective.

Akshay Joshi, Charkhi Dadri



For starters, as someone who jumped straight into the fellowship after spending the majority of her life in academia, this was a year-long opportunity to spend time in the field, interacting with multiple stakeholders on the ground. Before this, I never had the opportunity to work so closely with the heart of policy implementation. Not just did I learn about the many processes in the system to create a systemic impact, but also about acquiring patience and perseverance throughout the journey.

Anahitha Sagar, Sirsa



It has been a beautiful journey where I got to work with such different stakeholders from different sectors which taught me the skill of stakeholder management. I learned that there may be many possible solutions to every problem, one just needs to find the most feasible one and solve the issue in a structured way.

Monica Hemrajani, Fateh



Being the first job of my career, the program has offered the best professional development one could ask for. It gave me exposure to a wide range of sub-sectors of the development field. It also helped me in time management and crisis handling. Identifying needs and understanding that designing the right incentive is the key to solving the problem statement has been 2 of my major takeaways

Naman Jain, Yamunanagar



I think the independence that the CMGGA program provides you can not be experienced in any other job. It has immensely helped me become a well-rounded individual. As a CMGGA, at any point in time, you work with over 100 stakeholders across 6-7 work streams where you have to play a different role in each. End-to-end management of the projects provides a greater sense of responsibility and brings out the leader in you.

Atul Sehgal, Faridabad



I think a large win for the program, in general, is the personal and professional development it brings to each of the different associate's lives. This is an unparalleled experience where each one of us is given one district and our goal is to do uniform work across the state while coordinating with each other. It gives a unique opportunity to each associate to learn stakeholder management, communication, project management, and most of all, empathy.

Chahat Sanghvi, Gurugram

”

ASSOCIATE

“

TESTIMONIALS



CMGGA is a unique program that tests you on a lot of skills within a short period. Professionally, I had the opportunity to assume a decision-making role. I learned a lot from being outside my comfort zone delving into different surroundings, having communication challenges, and synergizing different working styles. A key takeaway for me is to continue constructive disruption- to keep learning new things.

Ruchbah Rai, Ambala



The program has changed my perspective in both paradigms, for the better and provided an extremely steep learning curve. The different ways of working that are attached to this very people-centric sector, threw many curveballs my way. The administration is truly the steel frame of the country and the programme showed me the inner workings of it.

Naini Chauhan, Panchkula



The program put me completely out of my comfort zone and thus helped me increase self-awareness of my strengths and natural working style. It helped identify my approach to self-manage my strengths and weaknesses. Constant interactions with government officers and staff at different cadres helped me build the necessary social and influential skills.

Lohita Turlapati, Rohtak



CMGGA has been a great learning experience as it made me more empathetic toward the grievances of people and thus making a better problem solver, both professionally and personally. It gave me ample opportunities to interact with a diverse set of people from all levels of hierarchy, right from a Deputy Commissioner to the people at the community level. Working with each one of them has contributed to my learning curve.

Raghav Mahajan, Mahendragarh



The CMGGA programme has been a transformational journey, where it boosted my confidence not only professionally but also personally. Some of the most essential skills I acquired through the program have been public speaking, stakeholder management, and multi-tasking with outcome-oriented solution design.

Karandeep Sharma, Kurukshetra



The CMGGA Programme has been a great learning experience for me. I discovered various realities of the public governance system at drastically different levels. It made me understand various governance models and how one needs to customize this approach based on the problem statement. Apart from this, I learned multiple professional skills such as stakeholder management and leadership qualities.

Hari Nilesh, Bhiwani

A digital outlook for citizens: **Antyodaya Saral**



Vision

To transform citizen service and scheme delivery in Haryana by the digitization of services and schemes through a one-stop-shop online platform across the state. Digital transformation of citizen service and scheme delivery in Haryana through a one-stop-shop online platform accessible across the state

Inception

July 2017

Brief

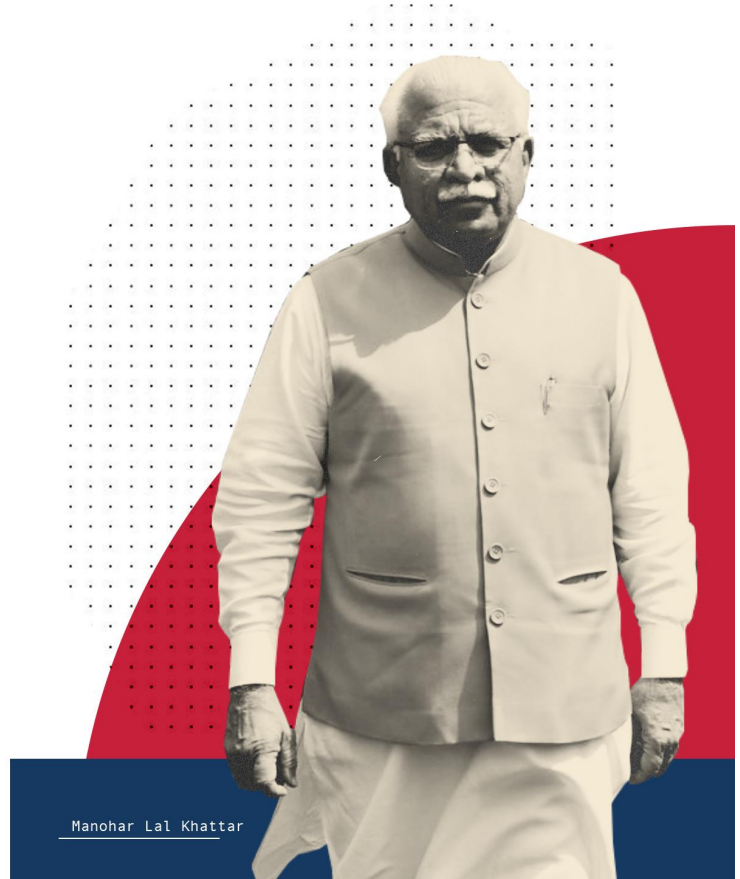
The government of Haryana offers more than 500 schemes and services for citizens across more than 35 departments. Delivery of these schemes and services is an aspect of governance that touches every citizen multiple times in his/her lifetime. Unfortunately, over the years the system became inefficient, making the entire citizen experience dealing with the government difficult. Some specific challenges that citizens faced while trying to avail government schemes and services were:

- Lack of awareness of schemes/services, and lack of clarity on one's eligibility for schemes
- Lack of knowledge of where to apply for which scheme/service given a variety of government touch-points
- Complex application processes and document requirements encouraging the role of middlemen and touts
- Limited visibility on the status of applications and no feedback loop after the process is complete

Hon'ble CM gave the vision to transform citizen scheme and service delivery in Haryana in February 2017 and Antyodaya Saral was thus started to achieve this systematically. Implementation of this project began in July 2017. It involved re-imagining the entire service delivery framework in the state, with citizens at the center of it, and in the process bringing about a fundamental behavioral change in the way the government functions.

Isolated efforts have been made in the last few years in this direction but Antyodaya Saral aimed to take this up in a mission mode and a comprehensive thought-through manner. In particular, there are 7 key objectives of Antyodaya Saral:

- Making all schemes and services available on one integrated online platform
- Ensuring end-to-end processing of applications in an online paperless manner
- Process re-engineering schemes and services to make procedures simple and minimalistic
- Establishing state-of-the-art citizen service delivery centers at District, Sub-division and Tehsil Levels
- Ensuring availability of all schemes and services at Atal Seva Kendra or Common service centers (CSC).
- Ensuring all schemes and services are delivered within clearly stipulated time limits
- Clear visibility to citizens (and officials) at all stages on the status of the application(s)



Manohar Lal Khattar

CMGGA Intervention

Throughout the year, the CMGGAs have been working closely with their respective district administration to ensure unhindered implementation of Antyodaya Saral. This required involvement at various levels with a specific focus on

- Building a strong working relationship with the concerned departments and stakeholders to understand on-ground Antyodaya Saral Operations in the district
- Maintaining a prime focus on the Grievance redressal (ticketing) performance, RTS performance, and operationalization of Kendras
- Visiting department offices and Kendras in the districts and recording observations as per the given checklist as part of the monitoring mechanism for the quality of operationalization and their standardization across all Kendras
- Conducting monthly reviews of Antyodaya Saral by the respected Deputy Commissioners and Sub-Divisional Magistrates (SDMs) to improve operationalization of all Kendras
- Monitoring and improving facilities in citizen touchpoints

Unique features of Antyodaya Saral

- Over 500 services and schemes cutting across 38 departments available online
- 115 Antyodaya Saral Kendra and 8000+ registered common service centres set up for citizen walk-in, following a single-window system and token system for crowd management
- A full-time Helpline (1800-2000-023), a 45 seater statewide reach, is available exclusively to scheme-service related queries and support system, receiving more than a lakh calls every month.
- Knowledge management system – A document repository for basic information (documents, eligibility, service charge) regarding each scheme and service present on Antyodaya Saral
- Feedback System – IVRS based feedback system enabled to gauge direct insights from citizens on services, application submission and point of delivery.
- The platform has been developed inhouse by NIC Government of India and NIC Haryana under the ownership of Electronics and IT Department, Haryana.
- Costs less than 5 crores. Including manpower, server infrastructure and maintenance. Very less when compared to other states.
- 130+ member team (NIC Gol + NIC Haryana + Department in-house tech team) involved in the implementation of the platform at HQ

Achievements

- Haryana is the first state to bring 500+ G2C services and schemes on a single integrated platform available at all citizen touchpoints in a uniform manner! Following
- Haryana's footsteps, other states are also using a similar implementation strategy to provide best in class service delivery experience to citizens.
- Antyodaya Saral was awarded Gold Award in the National Awards for E-Governance 2019-20 under the 'Excellence in providing citizen-centric delivery' category. The project was chosen by the Department of Administrative Reforms and Public Grievances (DAR & PG), Govt of India
- Award in the category of most innovative citizen engagement for Antyodaya Saral project at the Digital India Conclave organized by Elets Technomedia in Chandigarh.
- Indian Express Group Digital Leader Award for Antyodaya Saral in "Enterprise Application" Category on Oct' 31 2018.



Beyond the classroom walls: Saksham Haryana



Vision

To transform the school education at scale across the government schools of Haryana

Inception

July 2017

Brief

In 2017, just 55% of government school students in elementary grades of Haryana were grade level competent in Hindi and Maths.

A range of factors led to poor academic outcomes:

- A focus on rote learning and syllabus completion over competency-based teaching
- Limited teaching resources for competency-based teaching
- High levels of teacher vacancy and large amounts of teaching time spent on non-academic activities (e.g. visiting department HQ for HR processes, repeated, redundant data collection)
- Low accountability of teachers and officials
- Poor foundational learning in early grades leading to poor learning in later grades, absence of remedial education

Saksham Haryana is a state-wide education transformation program. The first wave from 2017-19, targeted >80% of students in elementary grades achieving grade-level competency in Hindi and Maths. For this, several academic and administrative interventions were conducted in mission mode under the leadership of the Hon'ble Chief Minister.

To measure the outcome of multiple academic interventions on student learning levels and to accelerate the on-ground effort to improve learning outcomes through introducing healthy competition, the concept of Saksham Ghoshna was introduced.

In 2017, the state set the aim to become "Saksham" by 2019, i.e. achieve grade-level competencies for 80% of students in the state. The unit chosen for this assessment was a block. For a block to be Saksham, more than 80% of its students need to be grade-level competent. And for a district to become Saksham, all its blocks need to become "Saksham". For Haryana to become Saksham, all its districts need to become "Saksham".

Grade level competency means that a student in a particular grade knows all the competencies or skills defined for that grade. E.g. A grade 7 student is grade level competent if he/she demonstrates that they have learned the knowledge and skills they are expected to learn in that grade. This list of competencies is called "Saksham Taalika".

These interventions have driven unprecedented impact in Haryana. In 2019, a third-party assessment by Grey Matters India declared more than 80% of students across the state 'grade-level competent' in Hindi and Maths.



The second wave of Saksham Haryana was launched by the CM in July 2019 with expanded objectives:

Elementary: Achieving 80% grade-level competence in all subjects - Hindi, Maths, English, Science, EVS, S.St, leading a top ranking in NAS (National Achievement Survey)

Secondary: Improving class 10th and 12th board exams pass rate by 20 percent

Supporting meritorious students in competitive exams and facilitating skills and job linkages for all students

Academic interventions

- **Learning Enhancement Programme** - A remedial program for Class 2 to 5 students in English, Hindi, and Maths. It focuses on activity-based learning and differentiated teaching for all children every day in the first hour of school.
- **Online Teacher Training** - Training videos, lesson plans, and question banks are first given through 150+ block-level WhatsApp groups and now through a dedicated app (ChalkLit).
- **Student Assessment Test (SAT)** - School level tests conducted every 2 months to gauge learning levels. An online dashboard captures state, district, block, and school-wise data and insights for teachers and officers.
- **School Visits** - 1400+ mentors and monitors conducted 6000+ monthly visits to elementary and secondary schools every month to improve academic practices within classrooms.



Administrative interventions

- **Multi-Tiered Review & Monitoring** - Progress against Saksham is reviewed every month at State, District, and Block level with meetings chaired by State Directors, DCs, and SDMs.
- **Technology Systems** - Launched a Saksham Haryana portal bringing together administrative assessment and monitoring functions into one place while also bringing teacher HR functions online to maximize teaching time.
- **WhatsApp Communications** - For rapid and effective communication, various layers of State, District, and Block level WhatsApp groups were launched for all teachers and Education Officers.

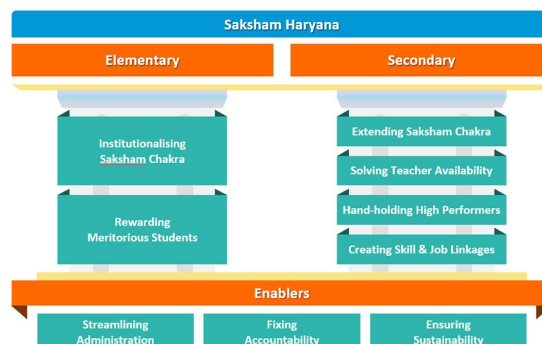
CMGGA Intervention

Throughout the year, the CMGGAs have been working closely with their respective district administration to ensure unhindered implementation of Saksham Haryana. This required involvement at various levels with a specific focus on

- Conducting monthly reviews by DC and SDMs to understand and update the department and officials about the status of the programme, action-driven discussions, and feedback.
- Driving department and field officers for smooth implementation of planned academic and administrative interventions across districts
- Overseeing and analyzing the preparation for Saksham Ghoshna (assessment) exams by visiting schools in both urban and rural areas and interacting with few students, teachers, principals, BRPs, BEOs/BEEOs, DIET principal, and DEO.
- Sharing the details of monitoring visits to schools on Saksham Samiksha Haryana App

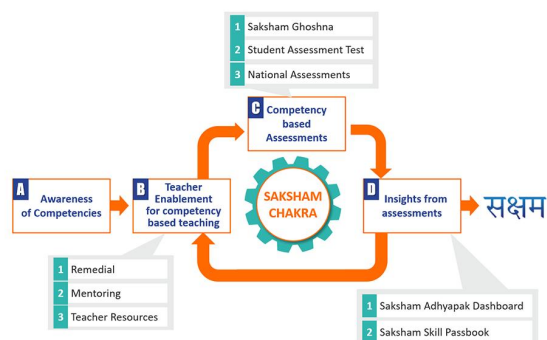
Unique features of Saksham Haryana

Saksham Haryana framework is as follows:



Saksham Chakra

It is a loop that represents the learning process.



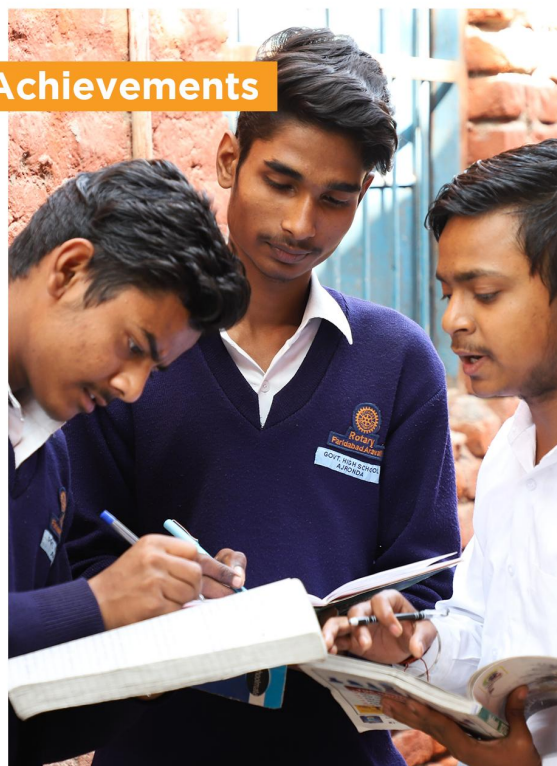
Gamification for on Ground Momentum

Once a block is confident that 80% of its students are grade-level competent, it nominates itself under 'Saksham Ghoshna'. Students of grades 3,5 & 7 are assessed by a third-party agency in Hindi and Maths on a sample basis. If >80% of students are grade-level competent the block is declared 'Saksham'. Teachers and officers from Saksham blocks and districts are felicitated at the State level by the CM himself.



- The project has been scaled up to all the districts in Haryana with a magnitude of reaching over 14k+ Schools, 1.1 Lakh+ Teachers, and 20 Lakh+ Students
- Between December 2017 and May 2019, 8 rounds of assessments have been conducted. After 8 rounds of Saksham Ghoshna, 90% of blocks (107 out of 119 blocks in Haryana) are now Saksham and 14 (out of 22) districts have become fully Saksham.
- With the culmination of the last round of Saksham Ghoshna wave 1.0, 86% of students of Haryana are grade-level competent in Hindi and Math.
- 5 blocks were tested in Feb 2019 of which 1 achieved Saksham+. In May 2019, 26 more blocks were tested and 4 have achieved "Saksham+"

Achievements



Creating a safer and responsible Haryana: Women's Safety



Vision

To kickstart a few sets of state-wide interventions to create a safer Haryana for its women and girls. The focus is on striking a balance between changing year-old mindsets, leveraging the Beti Bachao Beti Padhao campaign, and also supporting the state administration in strengthening support services for women across the state.

Inception

July 2019

Brief

The Government of Haryana has run an extensive and successful Beti Bachao, Beti Padhao (B3P) campaign across the state. Although B3P funds have also been used across districts for a wide range of different schemes focused on women's safety and empowerment, this campaign's key focus has been on improving the sex ratio.

To build on the success of B3P the CMGGA programme looked at developing district-led decentralized campaigns centered on ensuring that women and girls are safe from gender-based violence in their everyday lives - be that when at home, in the street, traveling, attending school/college, or going to work.

These campaigns have been positioned to change the attitudes and behaviors of men, women, and communities across Haryana to:

Prevent violence against women and girls
Support women and girls to feel safer and more confident

The interventions under the women's safety module have three main components:

• One-Stop Center

One-Stop Centres (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 should be open 24/7.

The OSC workspace includes 6 rooms - office, case room, private room, bedroom, washroom, and pantry. Four rooms are required for the OSC administrator's accommodation - 2 rooms, a washroom, and a pantry. Within the OSC there needs to be the facilities and items listed below.

Electricals	Furnishings
Computer	Chairs & Desks
Printer	Beds
Telephone	Refrigerator
CCTV	
Internet Connection	Supplies for Overnight Stays
Video Conference	Medicines, First Aid Kit, Toiletries, Food, Clothes, Bedding



To function effectively, an OSC requires the staff in the table below:

Specialist Staff	Non-Specialist Staff
<ul style="list-style-type: none"> Centre Administrator + Case Workers Police Facilitation Officer (PFO) Para Legal Personnel/ Lawyer Para Medical Personnel Psychological Counsellor 	<ul style="list-style-type: none"> IT Staff Security Guard/ Night Guard Multi-Purpose Helper

• Dial 1091

Dial 1091 is the women's helpline run by the Haryana Police. It is a helpline dedicated to resolving crimes against women. While there are some similarities to Dial 100, there are also some significant differences:

Dial 100	Dial 1091
<ul style="list-style-type: none"> For emergency responses only Key KPI is how quickly the police reach the scene of the incident Calls are answered by male and female operators Incidents are attended by police in specialist response vehicles <p>Citizens are not asked to give feedback on the quality of the call or the response, the call centre does not follow</p>	<ul style="list-style-type: none"> For both emergency and non-emergency responses Police are judged on both speed and the sensitivity of the response Calls are answered only by female operators Incidents are attended by either the Durga Shakti Rapid Action Force or police from the nearest police station Citizens asked to give feedback on the

In the case of emergencies that involve a crime against a woman, there will be some overlap between Dial 100 and Dial 1091. But some cases could be dealt with only via Dial 1091 but not via Dial 100.

For example:

- A woman who wants to report long term or repeated stalking behavior from a college batchmate
- A woman reporting online/telephonic sexual harassment
- A woman who wants to report eve-teasing behavior in the local market

For some cases, women may prefer to call 'Dial 1091' instead of 'Dial 100', to receive dedicated support from more gender-sensitive police officers.

• District-led Campaigns

A Women's Safety Campaign will change social norms to stop violence in the first place. Various decentralized campaigns have been built by the district administrations to build a mass movement to push a universal call to action to improve women's safety.

There are two main strands of these campaigns:



CMGGA Intervention

Throughout the year, the CMGGAs have been working closely with their respective district administration to ensure unhindered implementation of various interventions under the Women's Safety Module. This required involvement at various levels with a specific focus on

- Ensuring operationalization of OSCs with prescribed infrastructure and facilities such as location, furniture, specialized and non-specialized staff members, counseling, and shelter services
- Conducting monthly reviews by the DC and District Project Officers (DPOs) to improve upon the conditions of OSCs and make them functional for women



- Ensuring documentation of cases being reported in OSCs and collecting feedback from users, keeping in the view to digitalize the records later
- Supporting district administration to design an IEC strategy for increasing the awareness of OSCs and 1091 amongst women through Anganwadi workers, schools, colleges, public spaces, and newspapers, across districts
- Undertaking an intensive diagnosis in the districts to understand the women's safety issues and campaign requirements by multiple interactions with various stakeholders
- Supporting in devising a campaign strategy and pushing its implementation on the ground to engage the community through various activities for behavior change communication

Unique features of Women's Safety Work

- CMGGAs and district administration customized multiple campaigns as per their district context
- The decentralized campaigns allowed the teams to be creative at all fronts and gather evidence-based documentation of work on women safety



- This is the first time in Haryana that specific interventions are being undertaken at the state level to drive women's safety in the state
- Haryana in a record time of 6 months implemented operational OSCs across 22 districts
- International Women's Day, March 8th, 2020, was observed as a women's safety-driven day, with a state-wide event hosted directly by the Hon'ble Chief Minister



Changing the learning landscape in Haryana: Higher Education



DEPARTMENT
of
HIGHER EDUCATION HARYANA

Vision

Transforming the landscape of government colleges in Haryana by improving infrastructure, student admission process, and enabling NAAC accreditation.

Inception

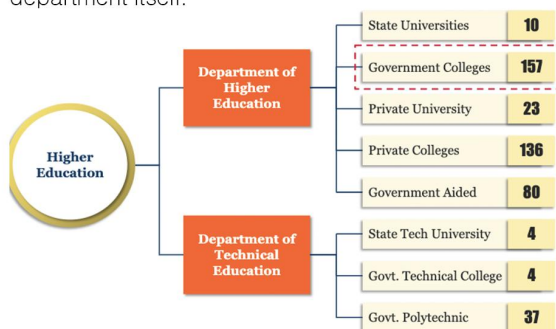
July 2019

Brief

In Haryana, there are a total of 376 colleges and 26 universities under the Department of Higher and Technical Education. These colleges and universities are of mainly the following categories:

- State Universities
- Private Universities
- Government-Owned Colleges
- Government Aided Colleges
- Self Financed Colleges

Every college is mapped to a university that acts as the governing authority for all curriculum and examination-related issues. Transfer of teachers and promotion for all government colleges is done by the department itself.



The CMGGA cohort 2019-20 focused on 157 Government-Owned Colleges spread across 22 districts in the state managed by the Department of Higher Education, Haryana.

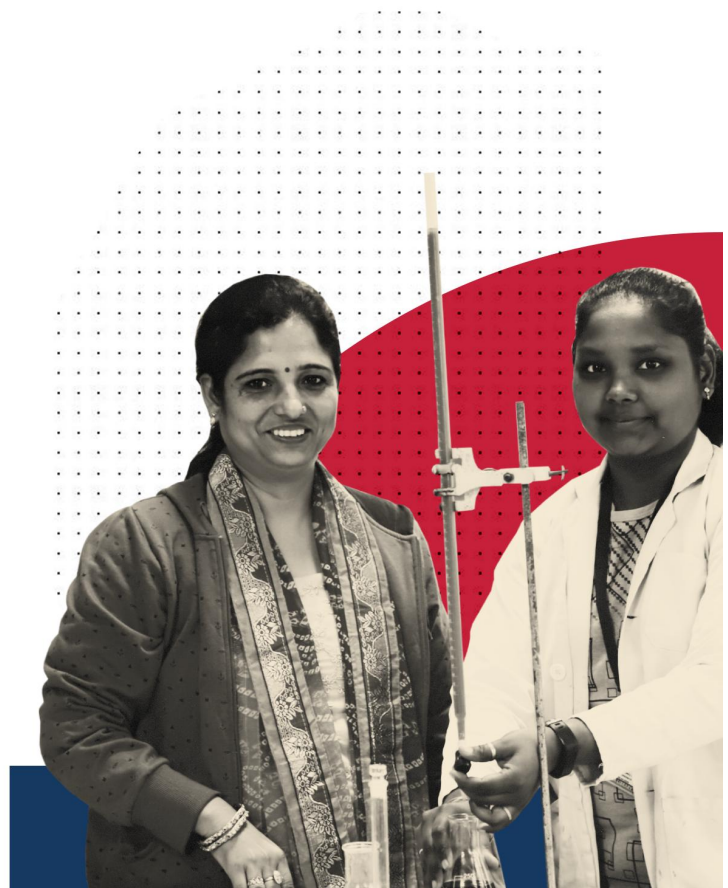
The Ministry of Human Resource and Development, Govt has a few rating mechanisms which are nationally acclaimed and are a good indicator of the existing setup.

- **NAAC** - The National Assessment and Accreditation Council is a wing under the University Grants Council (UGC) responsible for the maintenance of the quality of higher education across the country. They have a rating system NAAC which is a grade given to a Higher Education Institute (HEI's) based on some qualitative and quantitative parameters. NAAC grading is important as a lot of grants can be availed by HEI's only if they are NAAC Accredited.

To improve the quality of education in these colleges, a set of interventions at the state and district level were pursued with a focus on:

District-led Campaigns

- Robust Review & Monitoring at all levels
- Internal bench-marking of all colleges for categorization
- Parameter wise tracking for all 32 good performing college selected in phase 1



Student Admissions Process

- Making a student-centric view of all government colleges
- Releasing the student-centric view on admissions and college websites

New Colleges Opening

- Streamlining the process of opening new colleges
- GIS visualization of all colleges for better monitoring

CMGGA Intervention

Throughout the year, the CMGGAs have been working closely with their respective district administration to ensure unhindered implementation of the Higher Education module. This required involvement at various levels with a specific focus on:

- Supporting government-owned colleges to be NAAC accredited by 2021
- Ensuring internal state assessment of all Haryana government colleges and on-boarding impaneled agencies for NAAC consulting
- Weekly parameter wise tracking to monitor phase-wise progress of colleges

District	College name	Jan 13 - Jan 18							
		5.2.1 (Placements)	3.3.2 (Awards)	4.4.1 (Average expenditure)	1.2.1 (New courses)	2.1.2 (Average enrolment)	5.2.2 (Higher education)	3.3.3 (PhDs awarded)	
Ambala	GC Narasingh	In progress	Done	Done	Done	Done	In progress	Done	
	GC Ambala Cantt	In progress	Done	Done	Done	Done	In progress	Done	
Bhiwani	GCW Tarnan	Done	In progress	Done	Done	Done	In progress	Done	
	GCW Bhiwani	In progress	In progress	Done	Done	Done	In progress	Done	
Charkhi Dadri	GC Bhiwani	Done	Done	Done	Done	Done	In progress	Done	
	GC Band Kalan	Done	Done	In progress	Done	Done	In progress	Done	
Faridabad	GCW Badli	Done	Done	Done	Done	In progress	In progress	Done	
	GCW Faridabad	Done	In progress	Done	Done	Done	Done	Done	
Fatehabad	GC Faridabad	Done	Done	Done	Done	Done	Done	Done	
	GC Ratia	Done	Done	Done	In progress	Not done	In progress	In progress	
Gurgaon	D GC Gurgaon	In progress	Done	Done	Done	Done	Done	Done	
	GC Sidhawali	In progress	Done	Done	Done	Done	Done	Done	
Gurugram	GCW Sector 14 Gurugram	Done	In progress	In progress	In progress	In progress	In progress	Done	
	GC Jasauli Halli Mandi	In progress	In progress	In progress	In progress	In progress	In progress	In progress	
Hisar	GC Hisar	In progress	Not done	Done	No alignment	Done	In progress	No alignment	
	GC Nalwa	In progress	Done	Done	In progress	Done	In progress	No alignment	

- Parameter wise strategy at the college level to assign responsibilities within the college for each parameter
- Brainstorming on best practices for specific parameters
- NAAC workshop in close coordination with Haryana Higher Education Council with experts from UGC to better prepare colleges for NAAC
- Conducting robust review and monitoring at the DC level and in consultation with the Department of Higher Education
- Liaising with other departments like PWD, Roadways, etc. in the district to fast track the infrastructure improvements in colleges

Unique features of Higher Education Module

- This is the first time intervention in Haryana to support all government colleges to get NAAC accredited
- On recommendations of Hon'ble CM, Haryana Higher Education Council supported the CMGGA team to coordinate workshops with experts from universities and UGC
- Parameter wise strategy was made for all the 132 NAAC parameter with clear roles and responsibilities assigned at the college level
- Monthly DC reviews were conducted at the district level to speed up the preparation for NAAC

Achievements

- Internal assessments of all 156 government colleges in Haryana were done for the first time.
- 32 colleges were identified to go for NAAC accreditation in the first phase
- Mentorship from universities was provided to phase 1 colleges along with funding support from the Department of Higher Education
- Out of 32, 8 colleges have submitted their NAAC assessment and 10 have finished the preparation. The remaining 14 have been tracked closely and will be going for NAAC accreditation in the coming year
- A detailed study on the new colleges opening was done and a temporary pause to open new colleges was approved by Hon'ble CM.



Towards a cleaner and environment-friendly Haryana:

Swachh Sarvekshan

**SWACHH
SURVEKSHAN**
2019

Vision

Supporting Urban Local Bodies (ULBs) for day-to-day operations and maintenance of public consumption facilities such as toilets, waste management, cleanliness, etc. to ensure their functionality, along with behavior change initiatives through intensive participation of the citizens.

Inception

July 2017

Brief

With an increasing population, cities in India are facing a severe challenge of managing the waste generated. This is leading to environmental degradation and is a major source of pollution. Other than aesthetic concern, the major concern is the quantity of waste generated. As per Central Pollution Control Board (CPCB), 1,43,449 tonnes per day (TPD) of municipal solid waste was generated in India during 2014–2015. Approximately 1,17,644 TPD (80%) was collected, while only 32,871 TPD (22%) was processed or treated. Segregation at source, collection, transportation, treatment, and scientific disposal of waste is largely insufficient leading to degradation of the environment and poor quality of urban life.

The urban local bodies are responsible for both:

- Solid waste management
- Sustainable Sanitation

The Swachh Bharat Mission of the Government of India aims to solve both of these challenges. As a prelude to encouraging cities to improve urban sanitation, solid waste management, and overall cleanliness in cities, the Ministry of Housing and Urban Affairs, Government of India launched 'Swachh Sarvekshan', an annual survey for the rating of 73 cities in January 2016. Since then around 3 more such surveys have been conducted covering more than 4200 cities.

The main objective of the Survey is to ensure the sustainability of initiatives taken towards garbage-free and open defecation-free cities and to institutionalize existing systems through online processes.

There are 86 Urban Local Bodies (ULBs) in the State of Haryana with a population of about 88 Lakh (as per Census 2011). These ULBs generate about 4,700 TPD (tonnes per day) of municipal solid waste (MSW) currently.

This Module has been designed to transform Solid Waste Management and improve the state of sanitation in Haryana. Through our work, we also aim to achieve ambitious rankings in Swachh Sarvekshan 2020. One ULB per district was identified with the prime focus of working closely with the department in implementing Solid Waste management and establishing a strong sanitation system.

Swachh Sarvekshan assesses ULB's on various parameters. These parameters, if fulfilled completely, will establish a strong solid waste management and sanitation system. Therefore, CMGGAs will focus on implementing all parameters in these 22 selected ULB's. These parameters were the prime focus area in the year 2019-20 for the CMGGAs.



Outcomes of the work module

Solid waste Management:

- 100% of wards have a door-to-door collection of waste and are segregating waste (wet, dry & hazardous) at the source.
- 100% of the wards of the city/town are visibly clean. This means clean garbage vulnerable points (GVP), no solid waste in stormwater drains/water bodies, clean public spaces (Parks, bus stations, hospital surroundings, etc.,)
- 100% of wet waste generated is processed and dry waste collected is processed/reused/recycled

Sanitation:

- Not a single citizen of the ULB is found defecating or urinating in the open and all public toilets are functional and well maintained
- Fecal sludge and sewage are safely managed and treated, with no discharging and/or dumping of untreated sludge and sewage in drains, water bodies, or open areas.

CMGGA Intervention

Throughout the year, the CMGGAs have been working closely with their respective district administration to ensure the unhindered implementation of Swachh Sarvekshan in Haryana. This required involvement at various levels with a specific focus on

- Facilitating a thorough baselining of the current situation of the selected 22 ULB's on all the parameters of Service Level progress.

- Creating an Action Plan to successfully achieve all parameters which include- the broad strategy, milestones, and action items.
- Aligning and setting the vision of district ULBs with the goals of striking for better results in Sarvekshan 2020
- Supporting ULBs to kick start door to door waste collection and segregation of waste (wet, dry & hazardous) at source in at least one city in the district
- Working on all the critical components of Sarvekshan 2020 including Service Level Progress, certifications to ULBs, citizen feedback for target ULBs, and direct observations.

Unique features of Higher Education Module

- Collection and Transportation - GPS monitoring
- Processing and Disposal
 - a. Wet waste processing: Set up and effective use of composting units
 - b. Dry waste processing: Set up and effective use of Material Recovery facilities
 - c. Construction and Demolition waste processing:
 - d. Set up of paid transportation facility for C&D waste
- Capacity building & Behaviour change in citizens for waste segregation at home
- Sanitation - maintenance of community and public toilet

Achievements



- Haryana achieved 9th place in the all-India state-wise rankings. This was up one place from 10th in 2018. Four of Haryana's ULBs scored in the top 100 Cities
- Karnal was in the top 25 cities across India
- Rohtak moved up 226 places since 2017
- Panchkula moved up 140 places
- Assandh Municipal Committee, in Karnal District, won the award for Cleanest City in the North Zone for >25,000 to 50,000 Category

Overcoming gender norms and promoting gender equality:

Project Jaagriti



Vision

Reducing gender disparity in the state through long-term and sustainable measures, and collaborating with multiple technical experts and government departments for designing high-impact interventions.

Inception

July 2017

Brief

Project Jaagriti is a collaboration between the Government of Haryana and UNICEF, aimed at reducing gender disparity in the state through long-term measures. In 2017-18, it was piloted in two districts – Rohtak and Jhajjar, with a vision to build a model that can later be scaled up to all 22 districts. The project focuses on four major components:

1. Enhancing Safety and Mobility of women and girls, which includes three sub-components
 - a. Creating Safer Public Spaces
 - b. Ensuring Safer Public Transport
 - c. Improving Mobility for Women and Girls
2. Sensitizing school children (6, 7, and 8th grade) about gender norms
3. Positively using media to break gender stereotypes
4. Enabling government offices to become gender - inclusive workplaces

Phase 1: Bus driver training

Project Jaagriti has completed the first stage of its 'Safe Gaadi' component, gender sensitization training for Drivers and Conductors operating Haryana Roadways. This is the first time any state government has provided its roadways staff with gender awareness training.

- Trainings have taken place at every roadways depot in the State of Haryana

- ~9,200 Drivers and conductors have completed the training module
- Buses with trained drivers proudly display stickers signifying their respect for women and their commitment to ensuring women's safety in their vehicles.

'Safe Gaadi' promotes the public transport system as a 'Safe Space' for women by creating socially responsible drivers and conductors. Participants are trained on understanding gender issues and sexual harassment laws, as well as road safety, enhanced communication skills, and how to manage problematic situations which occur on the bus.

Project Jaagriti is an initiative of the Government of Haryana implemented under the auspices of the Chief Ministers Good Governance Associate Programme and supported by its technical partner, UNICEF. The project which initially covered Rohtak and Jhajjar has now been expanded to include initiatives across the state. As well as the 'Safe Gaadi' project, further work includes gender sensitization teaching in schools and improvements to street lighting. The Safe Gaadi training is being delivered by the Manas foundation with funding from Indian Oil Corporation Ltd.





DISTRICT	Total Drivers and Conductors Trained
Ambala	457
Bhiwani	378
Charkhi Dadri	219
Faridabad	440
Fatehabad	430
Gurugram	390
Hisar	740
Jhajjar	606
Jind	376
Kaithal	378
Karnal	521
Kurukshetra	519
Mahendragarh	339
Nuh	328
Palwal	216
Panipat	394
Rewari	385
Rohtak	565
Sirsa	605
Sonipat	545
Yamunanagar	373
Panchkula	381
Total	9204



Phase 2: School Scale-up

Seeing the extensive work being done by the State Government on the Beti Bachao Bati Padhao programme, numerous indicators have improved. The need in 2017 was then to focus on enabling a mindset change towards gender issues. With the strong willingness and support of the state and district leadership, the project was conceptualized with a holistic approach.

To ensure this, it is imperative that gender-inclusive education becomes part of the curriculum itself, and not as a piece-meal project. This component will ensure the implementation of integral components to make it a success. Read below to understand the details.

Considering the success of the Jaagriti Pilot project in Jhajjar and Rohtak, the Jaagriti project is planned to be implemented across all 22 districts with an overall objective of

Gender sensitization of all students across 6, 7, and 8th grade in all government schools of Haryana

For ensuring a smoother implementation on the ground, multiple partners have collaborated to work together.

STAKEHOLDER	JAAGRITI ROLE
STATE OF HARYANA EDUCATION DEPARTMENT	Programme Ownership
CMGGA	Facilitation and on ground implementation
UNICEF	Technical Advisory Partner
RELAXO	Key CSR and Strategy Partner
MAMTA-HIMC	Implementing Agency

An MoU has been signed between Relaxo Foundation and the Government of Haryana to scale up sensitization workshops. Below are the details related to this intervention.

The project aims to achieve gender-equal attitudes and behaviors among students in classes 6, 7, and 8. The overall aim of this component is to integrate gender sensitization as part of the overall curriculum itself, rather than restricting it to occasional workshops.

The overall objectives include:

Gender sensitization of the end-user- children from grade 6 to 9 over 4-5 months

Capacity building of the teachers to be able to impart the curriculum well to children and for the sustainability of the program

Linking the gender sensitization work to the wider women's safety campaign

Schools Gender Sensitisation - Approach

- There are 119 blocks across 22 districts in Haryana. In total, 5860 government schools have students in classes 6, 7, 8. This accounts for ~572,000 students across 1400 school clusters. This project will cover schools in Haryana through a cascaded teacher training model.

Group	Number
Students in classes 6, 7, and 8	~550,000
Number of teachers to be trained	~17,000
Number of Master Trainers to be trained	119 (~120)
Number of Mentors to be trained	238 (~240)

CMGGA Intervention

Throughout the year, the CMGGAs have been working closely with their respective district administration to ensure the unhindered implementation of Antyodaya Saral. This required involvement at various levels with a specific focus on:

- Building a strong working relationship with the transport department and stakeholders to implement bus driver training across depots in Haryana to understand on-ground Antyodaya Saral Operations in the district
- Working with the education department in the identification of Mentors and Master Trainers to conduct Jaagriti workshops in schools

Unique features of Jaagriti

- First-of-its-kind intervention in the country to train its government bus drivers and conductors on gender norms



- More than 9,000 government bus drivers and conductors gender sensitised in Haryana
- Jaagriti was a small pilot conducted in Rohtak and Jhajjar, but the onset of its progress, Hon'ble CM launched it state-wide for implementation

Achievements

Combating the Global Pandemic: COVID 19

With the outbreak of a global pandemic of covid19, all countries including India operated on customized strategies to manage the crisis and save lives. The Indian system followed suit of some of these key measures operated by the central government and the internal propositions around covid management by the state government themselves.

In Haryana, the Covid19 management work was led by the **Hon'ble CM**, Chief Secretary's office as well as district administration of all 22 districts. The CMGGAs worked on extending full support to their respective Deputy Commissioners across various customized district interventions around covid management.

The administrations and CMGGAs broadly worked on the following components:

- Home Delivery of Commodities
- Government Scheme Delivery
- Medical Support & Facilities
- Volunteering Partnerships
- Media Outreach and Citizen Communication
- Managing Emergency Helplines

Each CMGGA supported their respective Deputy Commissioners with a special focus on migrant laborers as well. This was done through the establishment of temporary shelter homes and quarantine centers across schools and stadiums.

Some of the shelter homes provided facilities such as yoga, full-time counselors to focus on mental health, along with free food. The migrant laborers have also been supported through the distribution of dry rations including whole wheat, pulses, and dry grains.

CMGGAs also coordinated the arrangement of buses for migrant labor for a safe commute from Haryana to their respective state in UP.

Apart from this, the CMGGAs also captured the work done by the administration during Covid by creating documentaries focussing on various components. Some of these documentaries have been seen and appreciated by the Hon'ble CM himself.





Administering a culture of **Policy** Research at **CMGGA**

Ashoka University as a knowledge partner not only focuses on the professional development of the CMGGAs but also on exploring new avenues for the students to hone their newly learned skills and publish their valuable work. Research is thus an important component as part of Ashoka's culture.

The CMGGA programme, which operates on a uniquely designed field-to-forum approach caters to CMGGA getting the first-hand experience of working with the district as well as decode these learning through comprehensive classroom sessions for peer learning and problem-solving. While working in the districts, CMGGAs work on multiple programmes while interacting with multiple stakeholders. Being able to see the direct implementation and the challenges it brings in, the CMGGAs have a good pool of knowledge and information, being able to look at nuances that are often missed. In such a case, intensive research to further understand these projects bridge the gap between projection and implementation as well as the efficiency of services reaching the beneficiaries.

Collaboration with TCPD and IIM Ahmedabad

Policy research contributes directly to analyzing its importance, impact, and ability to effect change. As an initiative to probe further into the depths of Haryana's successful flagship projects, the CMGGA Program has undertaken renewed efforts to develop Research Projects driven by the Associates in their respective Districts. These projects will not only help in creating a body of work on governance in Haryana as well as help associates build upon critical research skills.

The flagship schemes of SakshamHaryana, AntyodayaSaral, and Beti Bachao Beti Padhao (B3P) were analyzed from a research perspective and the nuances of their functioning were further explored.

To enable this new undertaking, Trivedi Center for Political Data partnered with the program to train the CMGGAs on research methodologies. Comprehensive two-day long training sessions were hosted for the cohort in February 2020, wherein TCPD elucidated the methods used for qualitative research. Prof. Rajesh Chandwani from IIM Ahmedabad also took the cohort through the epistemology of Research from a philosophical perspective.

T

The CMGGAs will be undertaking the following steps while conducting research on the aforementioned topics:



District Initiatives

A CMGGA works at various levels with the administration, whether it is ensuring implementation of the state's flagship programmes or innovating the district-level itself. Each year, a CMGGA picks up a topic/issue of their own choice and provides innovative and sustainable solutions in tackling it. Working on these pilots, which are also known as the district initiatives, a CMGGA follows a basic model:

1. Background research
2. Stakeholder onboarding
3. Defining the Problem statement
4. Defining the scope of work and implementation strategy
5. Measurable outcomes and impact
6. Defining the scalability and sustainability of the project

The CMGGAs work in close collaboration with the worthy Deputy Commissioners in planning and implementing the district initiatives. The DCs have been extremely supportive of accepting new ideas to tackle some of the hard-hitting issues in the districts. This support has been in terms of helping the CMGGA strategize, procure finances, and see the initiative through to review the progress of it monthly. This trust has led to some of the most creative and compelling work, which is not just limited to one particular district but has gained momentum across Haryana. The successful DIs are presented to the Hon'ble Chief Minister by the CMGGAs directly every three-four months. Following the success of the pilot at the district level, it gets scaled up as a state-wide module.

Some of the examples of these successful projects include Jaagriti, a gender sensitization programme for school children across Haryana; modernization of Public Libraries for engaging students and youth to be able to prepare for entrance exams; Super Village Challenges for engaging Gram Panchayats in pushing for rural development by adopting a gamification model.

In this section, the district initiatives and special projects are undertaken by the CMGGAs 2019-20 are presented.

The District Initiatives have been represented domain-wise with a brief on the core concept adopted by the CMGGAs under these in their respective districts.

DOMAINS



Rural Development



Road Safety



Education



Citizen service delivery



Tourism



Child Welfare



E-Office



School Education



Health and Nutrition



Women Safety



Mental Wellbeing



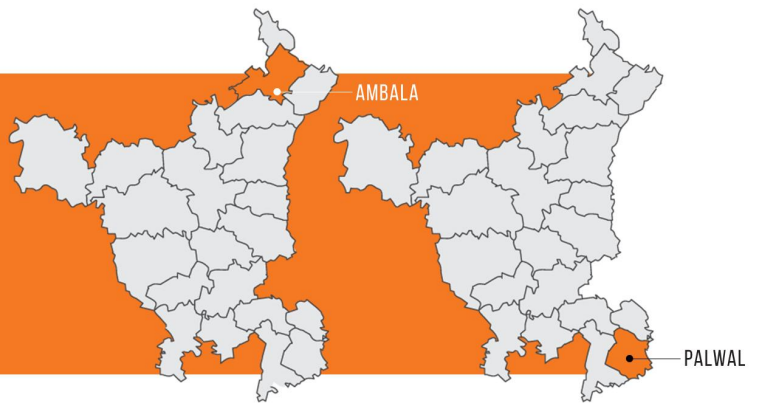
Rural Development

DC Ashok Kumar Sharma
Ashok Kumar Sharma
CMGGA Ambala

DC Naresh Narwal
Maimoona Sahar
CMGGA Palwal



SUPER Village Challenge



Vision

Initiated as a pilot in 2017, the 'SUPER' (Smart, Unique, Perfect, Enterprising, Role model) Village Challenge uses a gamification model and aims at using a competitive framework to encourage rural development through a high-level engagement of Gram Panchayats across multiple areas.

Brief

The basic framework of the Super Village Challenge remains the same in Palwal as well as Ambala, which is giving star ratings to the GPs based on set parameters and the success achieved by them in a given time frame. The GPs with the most satisfying performance and maximum star rating are provided with financial aid in the form of development grants to further execute rural development in their respective blocks and villages.

While Ambala is venturing into this intervention for the first time this year, Palwal has been operating with SVC since 2017. Both districts started with an analysis of the CM 7-star rainbow rating and its parameters. After analyzing the results of the star rating, it was deduced that most of the GPs had failed to achieve two or more stars and needed a holistic approach most of the issues are cross-cutting. In the leadership of the worthy Deputy Commissioners in both districts and the District Development and Panchayat Officer (DDPO), a preliminary draft of parameters that were the same in rainbow rating and SVC was finalized which included feedback from the Sarpanches as well. A portal has been developed by a third-party company in Delhi to facilitate the challenge transparently and efficiently. Here, a sarpanch logs in and declares the village open for inspection for various parameters, post which the department official concerned gets notified for conducting an inspection and uploading the remarks against each of the mentioned parameters on the portal with allocated marks.

Highlights

- There are 11 departments involved in assessing a Gram Panchayat on 38 parameters, making the challenge with the biggest scale this year in both the districts





Research Projects

DC Shiv Prasad
Akshay Joshi
CMGGA Charkhi Dadri

DC Yashendra Yadav
Saumya Gupta
CMGGA Rewari



How successful the Beti Bachao Beti Padhao Campaign is in Haryana?



Vision

Analysing the policy success of Beti-Bachao Beti Padhao in Haryana by unraveling the implementation process.

Brief

According to the 2001 and 2011 census, with the sex ratio of 861 and 879 Haryana was the worst-performing state. The Government of India launched Beti-Bachao-Beti Padho(henceforth B3P) a nationwide scheme to save and educate the girl-child in 2014. The three prime objectives of the scheme are first, curbing selective abortion. Second, bringing behavioral change among the general masses. Third, the promotion of girl education. A study conducted by "Gupta, R., Nimesh, R., Singal, G. L., Bhalla, P., & Prinja, S. (2018). Effectiveness of India's National Programme to save the girl child: experience of Beti Bachao Beti Padhao (B3P) program from Haryana State." shows that the introduction and implementation of the scheme resulted in a statistically significant increase in sex ratio at birth by 1.696 per-month. The study also "points towards the beneficial effect of a comprehensive regulatory policy to curb the sex-selective abortion in India." It is clear from the above study that the B3P is successful in achieving its goal in Haryana.

Process

The analysis will be carried out for two levels, one at the State level and the second at the District level. The analysis will mainly include structured interviews with the district-level stakeholders and the state-level stakeholders. The findings from the interview will be used to analyze the exact enablers for the policy success which is the main motive. There are three main objectives of B3P-

A. Curbing the selective abortion.

B. Bringing the behavioral change among the general masses.

B. Bringing the behavioural change among the general masses.

C. The promotion of girl education.

Though there are three objectives of the B3P, the scope of the study will be limited to the first objective that is curbing the selective abortion. Curbing sex selective abortion imbibes following aspects-

- Execution of raids under The Pre-Conception and Pre-Natal Diagnostic Techniques (Prohibition Of Sex Selection) Act (PCPNDT Act) and The Medical Termination of Pregnancy (MTP) Act.
- Ensuring security as well as technical and legal support during raids.
- Investigation of cases and prosecution of cases in court.
- The review mechanism of the program.
Creating awareness and mechanisms to address violence against women.

All the above five aspects will be analyzed to underpin, how the progress in sex ratio is achieved in Haryana.

“

Haryana was having one of the worst sex ratios in the country. This was a shameful bolt for the people of Haryana. Beti Bachao Beti Padho created traction and a mass movement where all worked together to improve the sex ratio and now you can see the results.

-Child Development
Project Officer(CDPO)

”

Sustainable deployment of Solar pumps in Rewari



Vision

To understand social and economic factors affecting the deployment of solar water pumps (SWPs) to increase their sustainable deployment in the Rewari district.

Brief

Solar water pumps have gained widespread buying of the government to fight climate change and increase farmer's income. . The Prime Minister spoke about solar pumps from the ramparts of the Red Fort in 2016. But how is its on-ground implementation? Are farmers benefiting from SWPs? How is the future of agriculture with SWPs? What can be done to ensure better deployment of the SWPs? CMGGA Rewari's research focuses on exploring such questions by analyzing the social and economic factors affecting the deployment of solar pumps in the Rewari district.

Process

The research involves surveying 250 farmers. The sample size included three categories 1. Farmers using SWPs 2. Farmers who have applied to SWPs through Saral portal 3. Farmers who are not using SWPs. The findings were discussed with other researchers and government officials for effective analysis. Some of the questions asked from the concerned stakeholders are listed below:

1. Why did you plan to adopt SWP?
2. How did you finance SWPs?
3. Has the adoption of SWPs increased your income?

Findings are divided into three broad categories

1. Social acceptability: There is wide social acceptability on the use of solar pumps in the Rewari district. Farmers using solar pumps are satisfied with the technology and have, at some points, convinced others to use it. Moreover, around 90% of the farmers

who are currently not using SWPs are aware of the technology and are willing to adopt it if given a higher subsidy.

2. Economic viability: 80% of the farmers do not have access to proper loan and credit facilities to afford SWPs. However, if given proper loan facilities, 78% of the farmers using electric pumps have the potential to shift to solar pumps as SWPs have no variable cost and the initial costs of the SWPs can be recovered in approximately 3 years. In addition, farmers are comfortable in using farm technology due to the high level of farm mechanism in the district.

3. Environmental suitability: SWPs are apt for use in only a few blocks in Rewari district which have high water availability. In addition, 93% of the farmers face water scarcity issues which reduces the utility of SWPs in the district.

Achievements

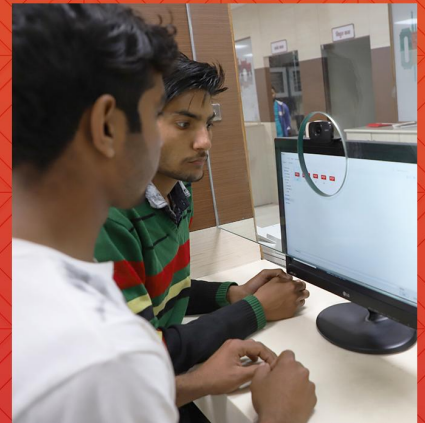
- Interviewed 250 farmers across 5 blocks, varied economic backgrounds, and different levels of acquaintance with SWPs technology.
- Initiated a pilot on the sustainable deployment of SWPs in 1 village of Bawal block.





Citizen Service Delivery

DC Narhari Singh Bangar
Monica Hemrajini
CMGGA Fatehabad



Streamlining Public Grievance Redressal System in **Fatehabad**



Vision

To ensure efficiency and accountability in Public Grievance Redressal by District Administration of Fatehabad and providing ease of access to the citizens and timely redressal to their grievances.

Brief

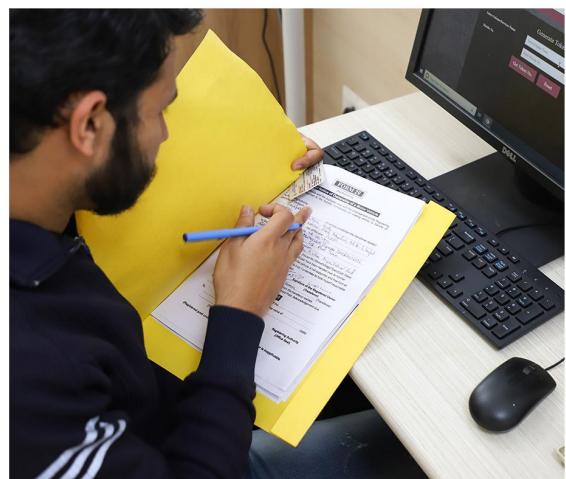
DC Grievance Portal will record and track all the grievances from the public coming to the Deputy Commissioner's office thereby creating a mechanism of timely redressal of such grievances by concerned officers. District Call Center will be a single helpline at the district level for quick redressal of all queries and complaints from the citizens.



The DC Grievance Portal operates on a single dashboard to provide a consolidated view of the number of complaints filed by the citizens and their status under three categories namely disposed of, in-process, and not resolved. The portal will act as a comprehensive snapshot of all the government-related matters in the district. Complaints will be recorded and mapped to the concerned officer who will be responsible to resolve the grievances within the stipulated time. The responsible officer and department will get a holistic view of the status of the complaint and also the departmental performance of the entire Fatehabad district administration. Complaints will be recorded and mapped to the concerned officer who will be responsible to resolve the grievances within the stipulated time.

Highlights

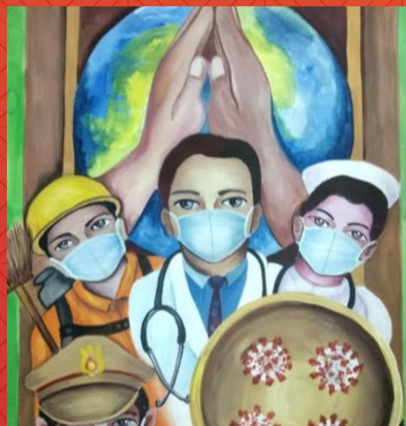
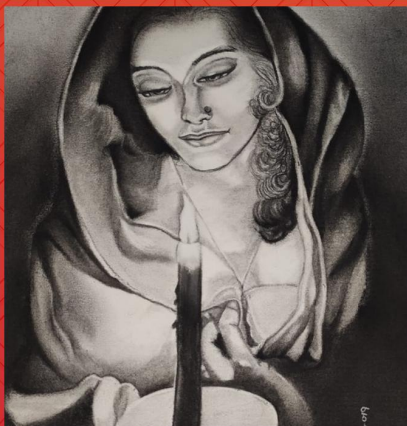
- The District Call Center will ensure all the calls are recorded and the queries are solved on the call by the operators
- The Calls will be segregated into Enquiry, Complaints, and others
- Reduction in Public Dealing by Deputy Commissioner and Departmental heads (by almost 25%)
- A single platform to help the Deputy Commissioner to view the performance of the departments





Fine Arts

DC Amit Khatri
Swati Rajmohan
CMGGA Gurguram



KalaGram – Society for Fine Art Initiatives in Gurugram



Vision

KalaGram was envisioned to propagate art and culture in the District of Gurugram in a streamlined fashion; A mission to strive to provide quality education in the field of Fine Arts i.e. classes for classical music, instrumental music, classical forms of dance, art and craft, etc., and to promote the culture of art through events and other interventions in the District of Gurugram.

Brief



Gurugram, the cosmopolitan commercial hub of Haryana – the millennial city, has witnessed a population growth of 73.1% over the past decade. Owing to its burgeoning population and a flourishing hub of commercial

conglomerates, Gurugram is slowly disappearing into the tight grasp of urbanization. Recognizing the need to address the cultural diversity of Gurugram, and to bridge the gap in artistic opportunities available to the citizens of Gurugram, the District Administration of Gurugram and the Municipal Corporation of Gurugram undertook the initiative of forming KalaGram – Society for Fine Art Initiatives in Gurugram.

A calendar of events was prepared for KalaGram to be executed across the year, spanning from interventions during Republic Day events, to Art Gallery showings and auctions, and promotion of local musicians, dancers, and theatre artists. Special occasions across the year were mapped, such as World Environment Day, International Women's Day, World Art Day, etc. for activities.

Highlights

- Heritage Mapping of Historic Buildings in the District of Gurugram through Indian Institute of Human Settlements (IIHS) completed successfully, a first-of-its-kind intervention
- KalaGram hosted a Coke Studio LIVE event at the MCG Amphitheatre (KalaGram's Headquarters) in January 2020. The event saw a participation of 2500+ citizens from across Gurugram, Delhi NCR
- Celebrating International Women's Day, KalaGram took up a social media campaign to commemorate women leaders local to Gurugram in the field of Art



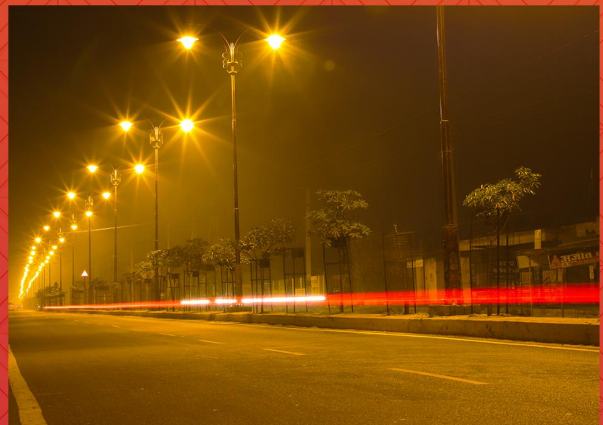


Road Safety

DC Amit Khatri
Chahat Sanghvi
CMGGA Gurugram

DC Jitender Kumar
Meghana Kaladi
CMGGA Jhajjar

DC Mahender Pal
Lohita Turlapti
CMGGA Rohtak



Building Model Roads for safety of citizens



Vision

Jhajjar and Gurugram districts are working on improving the current condition of select street roads by the creation of model roads to ensure the safety of citizens as well as other broad parameters including Pedestrian friendliness, Mobility enhancement, Integrated utilities, Safety, and Environment friendliness.

Brief

Jhajjar, Gurugram, and Rohtak districts have the highest number of road fatalities in Haryana, but no long-term sustainable solutions for different roads have been designed or planned. Most roads in these districts have issues of traffic jams and congestion, along with improper lighting and road signages.

Gurugram is focusing on developing five model streets through a gamification model involving road design experts:

1. An iconic commercial city centre: Sadar Bazar Market road, Sadar Bazar, Gurugram
2. Neighborhood streets with high-speed movement: South City roads, Sector 41, Gurugram
3. Greenfield intervention: Chouma Road - Rezang La Chowk to Delhi border, Palam Vihar, Gurugram
4. A market neighborhood street: Vyapar Kendra Road, Sushant Lok, Gurugram
5. A school Zone: Mount Olympus School approach road, sector 47, Gurugram

Jhajjar picked up one of the most crowded spaces - the Jhajjar market, which is a market zone that leads to even more chaos and risk of accidents. The strategy involved the allotment of designated parking spots for all vehicles and diversion of traffic, enhanced street design, and improved traffic management.

Rohtak worked on heavy pedestrian footfall due to their commercial nature and space constraints, a necessity to transform this street, the Municipal Corporation initiated creating a pedestrian zone in the city. The main focus to develop streets with equal priority and comfort for all users in the district was planned through training and sensitization of the city engineers, piloting the new design on the streets as a trial effort (tactical urbanism) as the starting steps.

Highlights

- In Jhajjar, 80% of all vehicles are being parked in designated parking spots, and 100% of four-wheelers in the parking spot leading to lesser congestion on the street.
- The baseline and end-line survey conducted with Jhajjar citizens and shopkeepers showed a 50% increase in satisfaction from the market area post the initiative





Tourism

DC Priyanka Soni
Alina Masoodi
CMGGA Hisar



Promoting and developing Hisar as a hub for **tourism**



Vision

To promote and make Hisar a hub for various kinds of tourism such as agricultural, education, historical and rural tourism and be a torchbearer of the same for other districts of Haryana.

Brief

The project aims to develop Hisar as a tourist place and to encourage both local tourism (student tours and families residing in Hisar) as well as people from other districts of Haryana and other states to promote and showcase the rich cultural and historical heritage and diversity of Hisar district which now is a great mix of both rural and urban landscapes. A two-step strategy was designed to help implement the project in the district.

Stage one included profiling all potential tourism spots in the district in consultation with various departments, with preference to the most prominent and easily accessible spots with the least deficiencies. An official logo and branding, setting up temporary Tourist Facilitation Centres at high footfall centers in the city, and a dedicated bus to these hotspots were set up. The second phase will include developing spots based on the category of tourism they fall in such as agricultural tourism, historical and archaeological tourism, rural tourism, etc, and the setting up of permanent Tourist Facilitation Centres in Hisar. It would also mean expansion in the target audience to include families, tour groups from both inside and outside of the district (from all over Haryana State and the country).

Highlights

- Hisar will be the first district to have dedicated Tourist facilitation centers.
- All 5 archaeological sites of Hisar will be maintained by ASI and the district administration will facilitate their maintenance and upkeep.
- More than 20,000 students will be able to have access to 3 deemed universities, 4 central institutes through guided tours designed exclusively for educational exposure and recreation.
- 10 Saksham Yuvas will be trained as guides to facilitate the tourist experience.





Women Safety

DC Sujan Singh
Pulin Singh
CMGGA Kaithal

DC Priyanka Soni
Priyanka Soni
CMGGA Hisar

DC Ram Kumar Singh
Raghav Mahajan
CMGGA Mahendragarh

DC Mukesh Kumar Ahuja
Naini Chauhan
CMGGA Panchkula



District-led Women's Safety Initiatives



Vision:

To kickstart the movement around women's safety by initiating district-led campaigns contextualized to create a safer environment for women and girls. The focus is on striking a balance between changing year-old mindsets, leveraging the Beti Bachao Beti Padhoa campaign, and also supporting the district administration in strengthening support services for women.

Brief:

Haryana has been infamous for the number of crimes reported annually against women and girls, which often questions the state's measure in creating safer public spaces. Leveraging the successfully implemented Beti Bachao Beti Padhoa campaign in Haryana, this year a strategic focus has been given to women's safety with two board objectives - changing the mindsets of people as well as strengthening support services to women and girls across the state. The CMGGAs have supported district administration in customizing interventions best suited for their district and addressing these issues. Some of them are listed below.

A. Gender sensitization of government officials and setting up of Internal Complaints Committee in the mini secretariat in Mahendragarh

During a preliminary diagnosis with women in districts, the findings suggested women and girls feel hesitant in approaching the police, even in a situation of distress. Hence, it was imperative to have special gender sensitization workshops for police personnel. With support from worthy DC, SP, and WCD departments, Mahendragarh district gender sensitized 150+ police officials. Apart from this, the administration also initiated the formation of an Internal Complaint Committee to prevent sexual harassment cases in the workplace. A workshop conducted in this regard was attended by 50 department heads to understand its functioning and roles of various stakeholders as part of the committee board.

B. Vidya Vahini - Subsidised monthly bus-pass service catering to women students of targeted colleges, plying on predetermined routes in Kaithal

Vidya Vahini is an earnest effort on the part of the district administration of Kaithal to provide safe and subsidized bus travel for girl students on select routes covering various colleges and universities in Kaithal thereby making travel safer and encouraging girls to carry on with their education by reducing the overall cost of education. Bus passes are issued at a monthly nominal price of INR 50. The CSR partner for this initiative is Indraprastha Gas Limited who has heartily supported us in this initiative. Currently, in its 6th month of running, it caters to 1200+ students and has a fleet of 3 buses.

C. Awareness generation programs about women safety and changing mindsets in Hisar

Multiple interventions have been undertaken in Hisar for generating awareness regarding government schemes and support services for women and girls in the state which they can avail themselves of without any cost. An All-Women Film Festival was conducted in February centered around showcasing women-centric and empowerment-related films. The festival, being free of cost, saw the participation of more than 1500 women in a week. Hisar has also collaborated with 93.5 FM radio stations and continues to reach more through radio chat shows and special advertisements on using 1091 in times of distress as well as shelter home facilities free of cost in One-Stop Center.

D. Strengthening existing services of Durga Shakti Rapid Action Force (DSRAF) in Panchkula

To understand the role the DSRAF plays in Haryana in regards to women's safety, an audit was conducted to overlook its logistical circumstances, determine its effectiveness, utility, and performance. An extensive framework was laid down, a methodology chosen, an overall diagnostic design was formulated to efficiently attain our goal. As part of the larger Women's Safety Campaign, the Audit report's successful implementation will lead to solving systemic issues within the department.



Mental Wellbeing

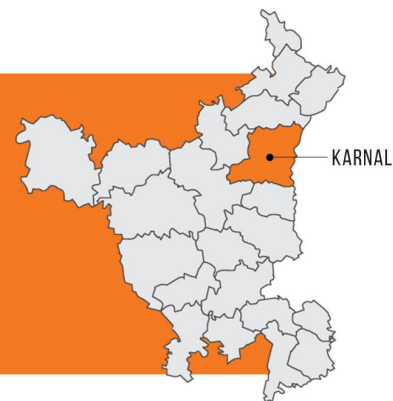
DC Nishant Kumar Yadav

Apurva Shelke

CMGGA Karnal



Streamlining Psychological counselling for Women in Distress



Vision

To provide free and effective counseling for victims of domestic violence and raise awareness to increase reporting of crime against women.

Brief

The district police force is crippled with a vacancy in the posts of counselors. Existing counselors provide service to family matters and child welfare committee matters. Survivors do not often feel comfortable reporting cases of domestic violence and other crimes against women. In Karnal, it was noted that there is a dearth in the number of counselors available with the police department.

Medha foundation in collaboration with WCD, the Police department, and government college principals chalked out an internship and affiliation with Mahila Thana for final year psychology students to raise awareness and provide counseling sessions to victims of crime against women. The program involved training and orientation of the students by WCD staff and Police officers, creating content for raising awareness (like nukkad natak, door-to-door campaigns), and survey for identifying unreported cases. Camps were set up in the aforementioned areas for providing on-the-spot counseling sessions and students were affiliated with police stations to continue providing on-ground support whenever required.

Highlights

- 40 psychology students got certified under this program
- 250+ Counselling sessions were conducted till January 2020
- Two wards covered in the survey by students
- Nukkad natak and door to door awareness campaigns conducted in these wards





Health and Nutrition

DC Pankaj
Praneet Jaswani
CMGGA Nuh



Aspiring for an Anemia Free Nuh



Vision

The “Anemia Free Nuh” campaign aims at reducing the anemia levels of pregnant women in select villages of Nuh, which has the highest percentage of women diagnosed with moderate or severe anemia, and this problem is particularly acute in the case of pregnant women.

Brief

According to the latest data available by the Government of India, 86.7% of women in the age group 15-49 have Hb levels <11, indicating that they are anemic. Several factors converge to influence high anemia rates. These include poor family planning, widespread poverty, low awareness about nutritious food, and poor quality of health facilities. Hence, the state of nutrition in Nuh is a major challenge and some urgent measures are required to tackle the situation.

1. The “Anaemia Free Nuh” campaign focuses on addressing the issue via a three-pronged approach:
2. Using the Test-Treat-Talk (T3) camp method to test Hb levels in women, provide them on the spot treatment based on their Hb levels, and give them counseling to improve their dietary habits.
3. Utilizing Citizen Service Centres for the T3 camps instead of health facilities as they are easily accessible and have better infrastructure.
4. Development of an “anaemiafreenuh.in” portal by NIC, Nuh to be used for maintaining records of every beneficiary and for effective data storage and sharing.

To spread the word about these camps, the district administration conducted IEC dissemination in select villages to mobilize women through radio broadcasts, muniyaadi, messages in mosques and religious places, newspaper advertisements. Post these camps, monitoring of women by ASHA workers was also conducted to check if they were taking their medication and were improving their nutrition habits.

Highlights

- Two camps were conducted in Malab and Singar, and a follow-up camp in Malab
- More than 500 women tested for Hb, were given treatment and provided counseling for improving nutrition
- Increase of 1.4 g/dl in women who were re-tested
- The most important change observed was that after the medication period, Hb levels didn't drop in women, indicating a transition to a natural diet





Financial Literacy

DC Dharmendra Singh
Sunaina Mathur
CMGGA Panipat



Spreading Financial Literacy in Rural Panipat: **Swadheen**



Vision

Engaging rural administrative structures to spread the benefits of financial literacy to targeted groups through RBI mandated Financial Literacy Centres (FLCs).

Brief

The levels of financial illiteracy in India are difficult to quantify due to the absence of reliable data. This makes it pertinent to institutionalize an intervention which not only helps generate data but also exploits the existing infrastructure- RBI mandated Financial Literacy Centres (FLCs)- to bridge the gaps presented by this data. Through Swadheen, we aim to achieve the following:

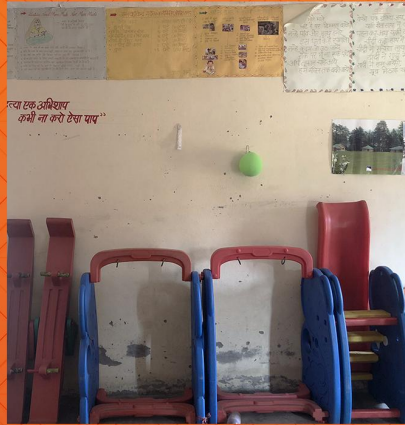
- 1) Quantifying the levels of financial illiteracy
- 2) Taking targeted groups to higher levels of financial literacy

A total of five villages across five blocks have been identified for carrying out the project. A set of four target groups including Frontline workers, school teachers and students (grade 11-12th), Sarpanches and PRI members, and SHG members will be the beneficiaries of these camps. A baseline survey with the set no. of beneficiaries is being conducted to gauge the conduction of camps and linking this to the relevant schemes availed by them in the banks. The end-line survey with the same set of beneficiaries will determine the success of the project.

Highlights

- Swadheen the first initiative to quantify the levels of financial literacy in a rural setting at such a micro-scale
- Haryana was the first state to operationalize all Financial Literacy Centres (FLCs) as per RBI requirements
- A Survey of over 200 individuals from across 5 villages was conducted. Analysis of the survey conducted and estimates of financial literacy levels in these areas calculated





Child Welfare

DC Ramesh Bidhan IAS
Anahitha Sagar
CMGGA Sirsa

DC Aditya Dahiya IAS
Prachi Vashistha
CMGGA Jind



Creating appropriate learning environments for children: **Anganwadi redevelopment**



Vision

To ensure that all Anganwadis in Sirsa are adhering to a basic checklist of minimum requirements and are contributing effectively to the cognitive, emotional, and social development of children between the ages 0-6 years.

Brief

Under the Integrated Child Development Scheme (ICDS), Anganwadis play an important role in assisting with the proper psychological physical, and social development of children between the ages 0-6 years. According to guidelines issued by the Union Ministry of Women and Child Development (WCD), Anganwadis should have, “a separate sitting room for children/women, separate kitchen, store for storing food items and child-friendly toilets and space for playing of children and space should be at least 600 square feet.” Since most of the AWCs currently are missing these key facilities and lack a proper mechanism to monitor their upkeep, a checklist is to be created for all Anganwadis in the district, and the data collected will be fed into a dashboard. No previous documentation exercise has been done for AWCs before, and by administering a mandatory checklist, it is hoped that accountability will be driven through supervisors, Anganwadi Workers (AWWs), and other officials within the WCD department and district administration. To encourage a competitive spirit, the data collected will be used to create a dashboard (with the help of the NIC), which will enable officials to pay attention to those AWCs that are missing critical facilities.

Highlights

- The initiative covers 800+ AWCs in the district and seeks to institute a formal way of measuring their functioning
- Similar data collection exercise can be replicated and conducted in other districts, thereby putting an important focus on early childhood education that is often neglected



Establishing a Child Care Institute in Jind



Vision

To have a functional CCI in Jind as per the mandate of the JJ Act 2015, thereby creating a space of shelter for children in need of care in the district.

Brief

JJ Act 2015 mandates all districts to have an operational Child Care Institution (CCI) or childrens' home/shelter. The project was initiated in October 2019 with the help of Juvenile Justice Board (JJB) officials in the district to create a more stable environment for children in need of shelter in the district who are currently being sent from Jind to CCIs/shelters in Bhiwani and Karnal.

The first step was to ensure registration of CCI to get renewed under JJ Act 2015; construction and renovation of CCI building on identified land; budget to be received from Headquarters for acquiring furniture and staff; ensuring a strong mechanism and quality operations. Post an inspection by the Child Welfare Committee (CWC) in December 2019, construction of boundary wall around the building was started by PWD, water tanks and plumbing system for kitchen and washrooms were set up, and a plan for re-painting the building was designed. To escalate the work progress, a review was held of JJB and CWC officials with Deputy Commissioner Jind, who directed the team to start the recruitment process to acquire staff once funds for salary have been received from the state. Paperwork for the same, along with demand for funds for furniture has been forwarded to HQ, and the staff recruitment is to be completed by end of March 2020.

Highlights

- Registration of CCI was renewed under the mandates of the JJ Act 2015.
- Monthly review mechanism set up to ensure quality operations of CCI by monitoring through Deputy Commissioner, District Project Officer (DPO), CWC, and JJB officials.



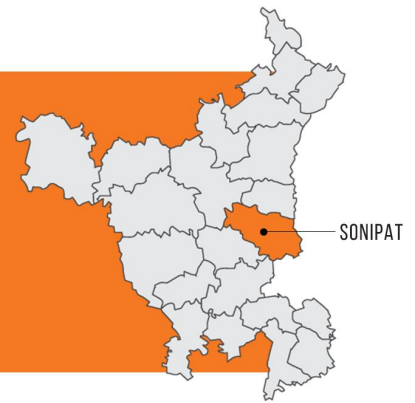


School Education

DC Shyam Lal Poonia
Devyanshi Dubey
CMGGA Sonipat



Shashakt Vidhyalaya Prabhandhak Samiti



Vision

To have a better functional School Management Committee in Sonipat with the objective of

1. Awareness about defined roles and responsibilities of SMC members
2. Increasing the frequency of review meetings every month
3. Sensitization of education department for increased ownership of SMCs

Brief

Samarthya foundation has been working on improving and strengthening school management committees in 15 schools of Rai block in Sonipat. The SMC meetings have been conducted efficiently in these designated schools. SMC being the critical part of RTE needs better monitoring and ownership in all the schools. To broaden the scope of SMCs across all schools, a baseline of 170 SMCs across the Sonipat block (the largest education block in the district) is planned. The findings of this survey will be instrumental in providing relevant training to the SMC members with help of the Samarthya foundation. The endline survey will help in establishing a suitable monitoring mechanism where reviewing SMCs performances will be a critical component.

Highlights

- Baseline survey at a school of 170 schools in Sonipat to be conducted
- Training Saksham Yuvas on School Management Committees for them to conduct baseline
- Monitoring- setting up a monitoring and reviewing mechanism for SMCs at the cluster, block, district level





E-Office

DC Mukul Kumar
Naman Jain
CMGGA Yamunanagar



E-Office: Digitising file movement in Mini Secretariat



Vision

To make the Mini Secretariat of Yamuna Nagar paperless by establishing an e-Office in the district.

Brief

An average document is photocopied 19 times in the Government machinery, which not only puts a burden on our environment but also makes for a bulk of office supplies cost. This manual method of handling paperwork takes up more than 50 % of an office's time which means only a small amount of time is left for innovation. Moreover, there is no proper mechanism in place to see the action taken on the letters sent by the Deputy Commissioner's office.

E-office resolves all of these issues by digitizing the file movement and providing an overview of the pending files, thus creating a transparent system and increased accountability of the officers. As the portal is hosted by NIC servers and needs Government email IDs to log in, thereby maintaining data security and confidentiality.

At first, resources requirements and gap analysis were done for all the branches under the DC office. Based on this analysis, one branch was picked to pilot the project and understand the on-ground problems. The relevant stakeholders were trained to use the system with help of HATRON and official Government email IDs were created for them. The required digital infrastructure was put in place with help of DITS.

Highlights

- With 10% file movement in the DC office being digitized, the average time to retrieve and file a paper document will be reduced from the current 10 minutes to 2 minutes



★ Achievements in the fourth year

Antyodaya Saral

Antyodaya Saral was awarded Gold Award in the National Awards for E-Governance 2019-20 under the 'Excellence in providing citizen-centric delivery' category. The project was chosen by the Department of Administrative Reforms and Public Grievances (DAR&PG), Govt of India.

Women's Safety Campaigns

More than 30 decentralized district-led campaigns around increasing awareness of existing schemes and services amongst women successfully launched across 22 districts of Haryana. This is the very first time that a special focus was brought onto engaging with the community - men, women, and adolescents in fostering a culture of gender equality and safety in Haryana. As a result of these interventions, the Hon'ble CM officially launched seven of these state-owned interventions on International Women's Day.

One-Stop Centers

Post the Nirbhaya case in 2016, the central government passed funds for the creation of free-of-cost shelter homes for women in distress with 24*7 services including counseling. Due to the larger push from the CM's office in 2019 along with the efforts of CMGGAs across all districts, Haryana had successfully set up 22 functional OSCs in each state, in a record period of six months.

Police Consultation for National-level Policy Paper on Women's Safety

In a nationwide consultation organized the India Police Foundation across all states, the Haryana chapter witnessed full ownership of the state's police department

in curating strategies for ensuring the safety of women in the state. As part of this two-day consultation, CMGGAs from 4 districts participated along with many renowned delegates in coming up with suggestions, based on their field experience of implementing campaigns at the district level. The event was also graced by the Hon'ble CM for acknowledging the urgency of working on women's safety in the state.

Saksham Haryana, the second wave!

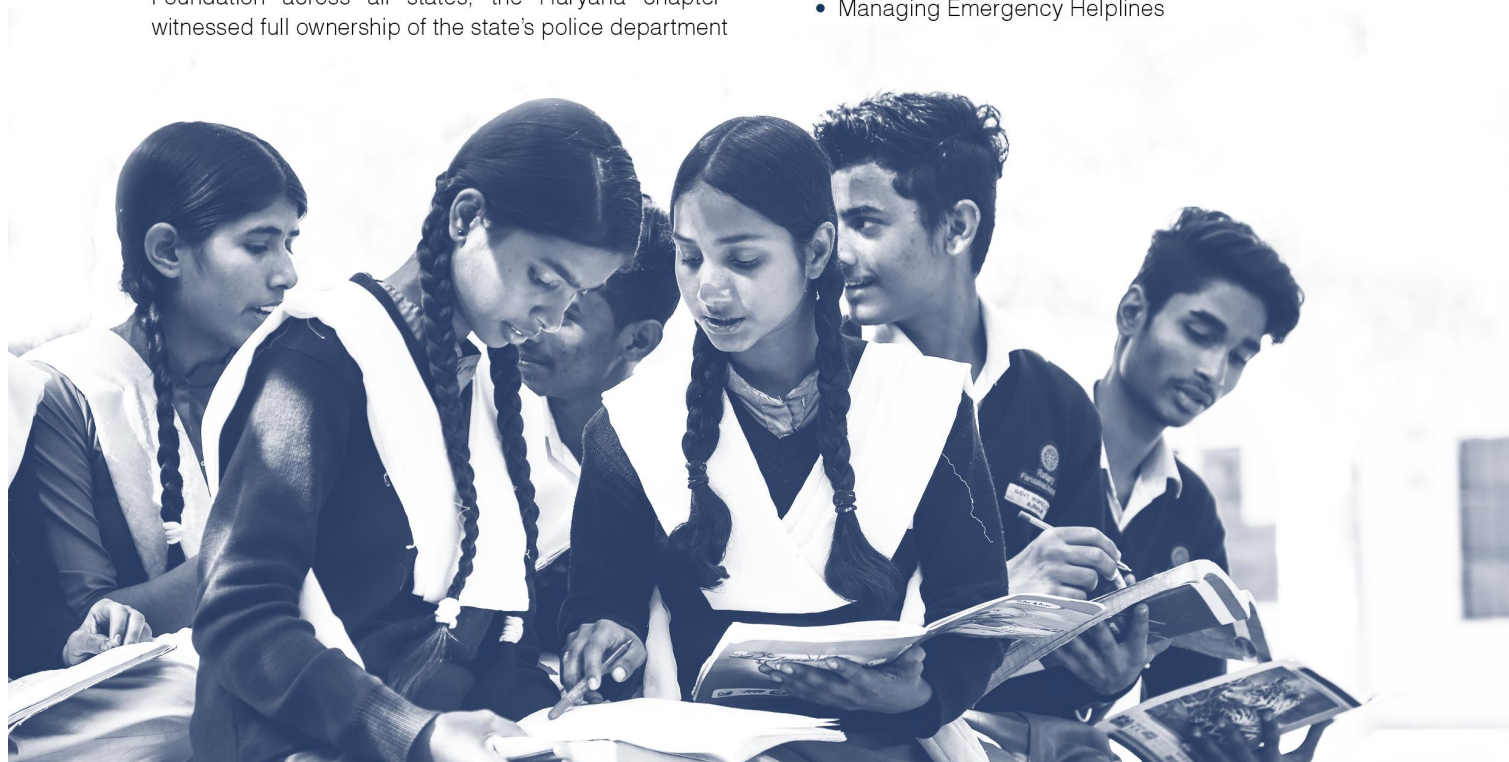
Post the Nirbhaya case in 2016, the central government passed funds for the creation of free-of-cost shelter homes for women in distress with 24*7 services including counseling. Due to the larger push from the CM's office in 2019 along with the efforts of CMGGAs across all districts, Haryana had successfully set up 22 functional OSCs in each state, in a record period of six months.

Combating Covid19

India unites to fight the pandemic of covid19, whether through observing the 21-day lockdown or actively engaging with citizens to fight this together. The center and the state governments have been strategizing and working tirelessly to avert the crisis

In Haryana too, the administration is actively working on multiple components, broadly categorized as

- Home Delivery of Commodities
- Government Scheme Delivery
- Medical Support & Facilities
- Volunteering Partnerships
- Media Outreach and Citizen Communication
- Managing Emergency Helplines



A blue-tinted background image showing a group of children in a classroom setting, some sitting at desks and others standing, looking towards the camera.

Conclusion

Looking Back, Looking Forward: Four years of CMGGA

In recent times, many national and state governments have been working on inventing new mechanisms to reach the last mile when it comes to efficient service delivery. But concerns within the bureaucracy including minimal coordination and collaboration, limited documentation of best practices, as well as corruption have been of prime concern even today. Though the systems have been evolving by operating more on tech-based interventions under the Digital India initiative, there is still a large scope of also innovating easy and sustainable solutions which reduce the dependency of governance models on other stakeholders or organizations. Attributing to the need of having fresh talents in the government to help bridge this gap, many state governments have been encouraging and roping in young professionals to drive reforms at a large scale. The Chief Minister's Good Governance Associates (CMGGA) Programme was conceptualized with this purview back in 2016 and has indeed proven to be a successful model in the state.

The CMGGAs over the last four years worked on multiple cross-cutting issues, right from transport, education, health, e-service delivery, sanitation to name a few, and have been at the forefront of not only implementing state-level programmes across Haryana but also in giving back to the system through innovative pilots to tackle some of the most pressing issues in their district. The CMGGAs in the fourth year has played a key role in further strengthening the spirit of the programme by venturing into untouched territories of issues including women's safety, higher education, and property tax. Some of the achievements in the fourth year have been highlighted in the previous section of the yearbook. In the process of implementing the designed intervention, the CMGGAs have also ensured better coordination and collaboration between multiple departments while also building capacities of stakeholders working at the ground level.

What is equally important for the success of a diverse program such as CMGGA, is the acceptance of the associates within the system. This could have been possible through two simple but important aspects - clear-cut outcomes through associates as well as the factor of 'trust' of the administration. Slowly and steadily, the CMGGAs over the last four years showcased palpable impact in Haryana through various interventions such as Saksham Haryana, Antyodaya Saral, Swachh

Sarvekshan, CM Window, and Harpath, which have been recognized outside of Haryana as well. CMGGAs thus brought in a 'proof-of-concept' through visible impact in the state by driving good governance, which simultaneously also envisaged increased trust of the administration in the program as well as the associates. This was more visible during the COVID19 pandemic situation wherein the Deputy Commissioners and CMGGAs worked as a unified team to manage the crisis and ensure the safety and service delivery to citizens in the state.

With the giant and varied work profiles of the projects by associates, documentation has been inevitable. The programme has thus strengthened the research culture in the programme over the years, with associates writing focussed research papers through mentorship from TCPD at Ashoka University. The associates also maintained detailed trackers to document the progress of the work of interventions as well as curated concept notes and presentations for collating best practices across districts.

Another important aspect of the program such as CMGGA has been ensuring the professional development of the associates. In the course of following the 'field-to-forum' approach, the CMGGAs got a chance to rightly experience field dynamics as well as classroom learning at Ashoka University, which enabled a platform for peer-learning, problem solving as well as building knowledge and skills through industry experts themselves. Working together as a cohort with a shared vision of delivering excellence, the associates brought out the best in each other and saw considerable personal growth.

We are confident that they would continue to build on their learnings from the programme and prove to be future thought leaders committed to public service, excelling in every task they take up/any path they choose. We hope that the outgoing associates, just like their predecessors, will continue to touch the lives of the people in whatever roles and career pathways they choose to undertake. And the learning gained from this programme, we hope, will continue to keep them in good stead.

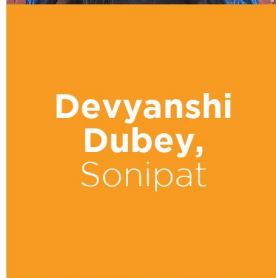
Celebrating



**Meghana
Kaladi,**
Jhajjar



**Sunaina
Mathur,**
Panipat



**Devyanshi
Dubey,**
Sonipat



**Swati
Rajmohan,**
Gurugram



**Saumya
Gupta,**
Rewari



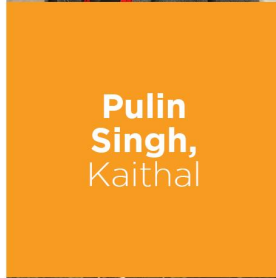
**Prachi
Vashishtha,**
Jind



**Sparsh
Maheshwari,**
Hisar



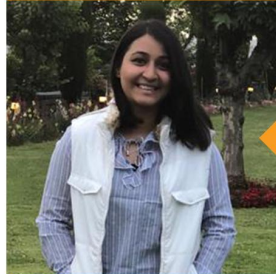
**Pulin
Singh,**
Kaithal



**Alina
Masoodi,**
Hisar



**Apurva
Shelke,**
Karnal



**Maimoona
Sahar,**
Palwal



**Praneet
Jaswani,**
Nuh



Cohort of 2019

**Akshay
Joshi,**
Charkhi Dadri



**Anahitha
Sagar,**
Sirsa



**Monica
Hemrajani,**
Fatehabad



**Naman
Jain,**
Yamunanagar



**Atul
Sehgal,**
Faridabad



**Chahat
Sanghvi,**
Gurugram



**Ruchbah
Rai,**
Ambala



**Naini
Chauhan,**
Panchkula



**Lohita
Turlapati,**
Rohtak



**Raghav
Mahajan,**
Mahendragarh



**Karandeep
Sharma,**
Kurukshetra



**Hari
Nilesh,**
Bhiwani

