



सत्यमेव जयते

न्यूनतम सरकार - अधिकतम शासन

**Minimum Government - Maximum Governance**

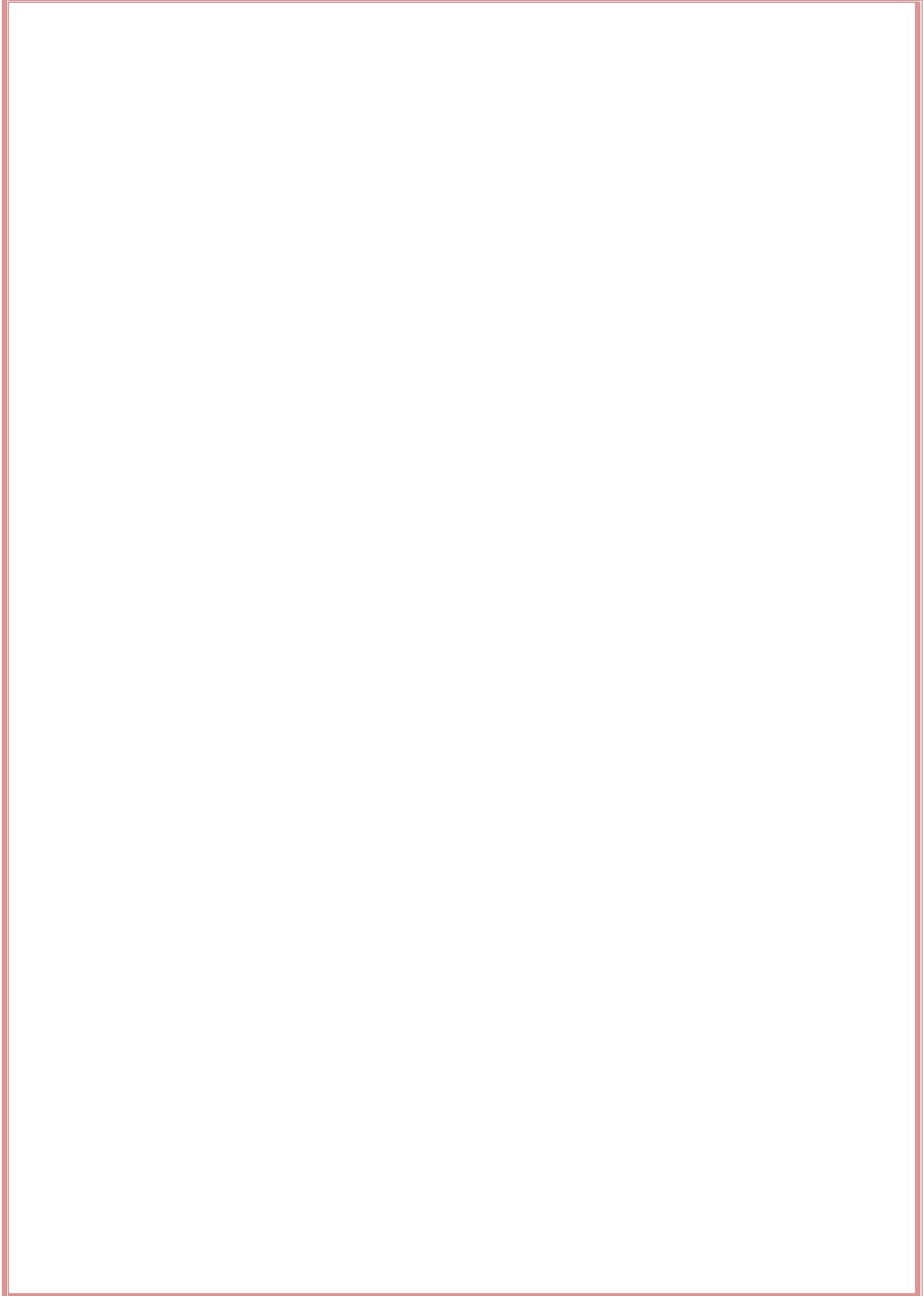
**Prime Minister's Awarded  
Initiatives-2022**

**Department of Administrative Reforms & Public Grievances  
Government of India  
New Delhi**

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## Har Ghar Jal Yojana Kancheepuram (Tamil Nadu)

The Government of India has initiated Jal Jeevan Mission to provide the rural communities with “assured quantity of 55 Litres per Capita per Day (lpcd) with prescribed quality” of water on a regular basis at affordable cost through which rural villages across the nation will be benefitted. Kancheepuram District has 274 village panchayats with 1354 habitations with rural population of about 8, 83,698 covering 2, 15,813 Households.

### KEY ASPECTS OF JAL JEEVAN MISSION

- Before launching of Jal Jeevan Mission, only 46.83% (58,912 households) were provided with functional household tap connection out of total 215813 households, remaining households were provided with water supply through public fountain. After Jal Jeevan Mission 100% saturation has been achieved by providing FHTCs within a span of a year to every single household in the district.



- To provide Tap Connections to each rural household and with prescribed quantity of 55 lpcd good quality water preliminary survey was carried out to analyze the requirement and water budget was prepared for next 30 years. Based on the survey Village action plan (VAP) was prepared for all the 274 village panchayats with the detailed need of source augmentation, storage structures and pipe line extension works by involving the Village Level Water Sanitation committee (VWSC) which was formed in all village panchayats.

- To achieve saturation under Jal Jeevan Mission, 508 new sources were identified and created, 222 Over Head Tanks (OHTs) were built and 1260.3 m pipeline were extended for providing each and every household to ensure sufficient clean water at their doorstep.

- To ensure the 100% water facility to rural community, convergence of Jal Jeevan Mission with 15 CFC, SFC and Mines fund of village panchayat was planned and works were taken up to the tune of Rs. 27.03 crore.
- In all the Village Panchayats 5 women volunteer from Self Help Group are well trained for testing 13 parameters for water quality. Each group is provided with Field Test kits. Totally 1370 SHG members are trained in Kancheepuram district. The test results are being regularly uploaded in Water Quality Management Information System (WQMIS) portal.
- For effective operation and maintenance of the water supply infrastructure, trained manpower base (mason, plumber, fitter electrician) has been created in every panchayat to maintain the quality of service delivery under Jal Jeevan Mission
- All the OHTs in 274 Panchayats are fixed with chlorination unit to ensure the proper chlorination through Village Panchayats.
- IOT based Smart Monitoring of Water Supply Distribution system is taken up in 10 panchayat initially on pilot basis. Presently smart meters are being installed in all 274 village panchayats.
- Since source sustainability is the key for providing assured quantity of water, 732 no of water recharge structures are taken up for all live bore well in all the panchayats. A total of 15,755 water conservation works have been taken up under convergence of various schemes implemented by different departments in the district from 2020-21 for ensuring sustainability of the sources created under Jal Jeevan Mission.



### KEY IMPACTS OF JAL JEEVAN MISSION

- After the implementation of Jal Jeevan Mission, all anganwadi centres, schools, primary health centres and public institutions in the district have been provided with individual tap connection thereby access to drinking water.
- Rural women now have access to clean drinking water at their door step. Their work productivity and attendance has improved by 32% according to MNREGS data. It has enhanced self-employment opportunities.
- School attendance and enrolment has gone up to 87%. Children turnout in anganwadi centres has been greatly improved through access to clean drinking water.
- It is evident from district health data, that there has been a drastic reduction in the number of water related infections among the rural population after implementation of Jal Jeevan Mission.
- Before the implementation Jal Jeevan Mission, only 56.08% SC/ST rural households had functional water tap connection which is now 100% coverage under the scheme.
- A dedicated toll free number for complaints regarding water supply has been commissioned in the district. The number has been displayed in all village panchayats. So the village community is well aware of their responsibility in maintaining the quality of service delivery.
- Under Jal Jeevan Mission, every village has a Village Water & Sanitation Committee (VWSC) having 10-15 members to shoulder key responsibilities in operating and maintain the in-village water supply systems. Out of which 50% of them are women. VWSCs discuss regarding water supply issues in their panchayat and come up with solutions themselves which make them more responsible as a community. In Kancheepuram district out of total VWSC members 1470 members are women which are more than 50% resulting in more women participation and by encouraging women leadership.



## Har Ghar Jal Yojana Burhanpur (Madhya Pradesh)

Jal Jeevan Mission is an ambitious scheme to provide functional household tap connection (FHTC) to every rural household. Burhanpur, a border district of Madhya Pradesh implemented Jal Jeevan Mission at a rapid pace with an outreach covering all rural households within the district. The district became the 1<sup>st</sup> Har Ghar Jal certified district in the country. What makes the feat extraordinary is that the district administration was able to achieve more than the stipulated targets every year despite facing severe challenges in the face of global CoVID-19 pandemic.

During a field survey, it was found that the 39 villages out of total 254 villages of the district was already 100% connected through tap water, and for remaining 215 villages, departmental hydro-geologists along with local people selected the site for a source of water. Public participation was instrumental in conducting survey of the villages to implement the scheme. After survey, a DPR was prepared and speedy sanctions were ensured, tenders were floated and work orders were issued to provide water from source through overhead tanks and sump well to each household in the village. Coordination with contractors, public works departments, forests and electricity departments brought down sanction time from two month to only fifteen days. Weekly review meeting with all stake holders smoothed the system removing any roadblocks.

The roadblocks in procurement were reduced through direct interactions with factory owners and third party inspectors who were asked to be present at factory site for inspections. Speedy delivery of material and permission in time limit ensured work started on time to finish in time. Regular meeting of District Water and Sanitation Committee helped solve any inter-departmental issues and work continued even during COVID following all protocols. In Jal Jeevan Mission, 73 overhead tanks, 108 sump wells and 783.22 kilometers of pipeline was laid to ensure potable tap water to all villagers.

### Implementation Strategy

As per the JJM guideline, an implementation support agency (ISA) was brought in for information dissemination, awareness, education and communication activities. The agencies work in Burhanpur was led by a project manager guided by an environmental engineer and a senior sociologist. Village field facilitators were deployed at village level to carry out activities such as formation of Village Water and Sanitation Committee (VWSC), their training, holding gram sabha, executing street plays, leading rallies and holding meeting with all GP stake holders. Their IEC activities helped a better adoption of the scheme by the villages and a better execution thereafter by the village committee.

Women were at the heart of the entire mission. In this lead, women SHG were roped in, in Burhanpur for water user charges collection at Gram Panchayat level. Women were now collecting water user charges from women, the primary users of water in a household, to run the mission that supplied the women a tap at their very household. Women SHGs have signed an agreement with gram panchayat and are receiving a part of the user charges collected as commission for rendering their work. This initiative



strengthens both the parties and the gram panchayats of Burhanpur are now moving towards economic self reliance by self generating funds, and since panchayats are giving commission in return to SHG women, it helps in increasing their income and consequently, their standard of living.

**The following parameters of success of the scheme helped achieve “Har Ghar Jal “ :-**

**Sustainability :-** “Source to sink” is the key initiative taken by the district administration. The main objective of this initiative

is to make the source functional throughout the year by constructing water recharging structures near the source and on the other hand when people will get water on their door step problem of disposing of waste water will also arise, so to counter such problem magic pits, leach pits, individual soakage pits, community soakage pits along with washing platforms also constructed through convergence with MGNREGS funds. Tax collection is indirectly linked to sustainability, as the VWSC gets revenue which help maintain the scheme.

**Scalability** :- Devoid of any one off events like COVID-19, the model of achieving piped water connection can be scaled to bigger and smaller districts with similar profile with ease. The cost of implementation will, however, increase proportionately, the same as benefits. For collection of revenue, the scale will help in collection of more revenue in larger Gram Panchayats and in turn more ownership. Once more and more Panchayats get sustainable water connection, it would be easier to convince others in larger districts to support and sustain the mission.

**Cost effectiveness** :- Major expenditure of the mission on piped water connection were formulated, tendered and sanctioned from the state government. The rest of the funds came from convergence of various schemes of rural development department which have appropriate methods to ensure cost effectiveness. The only new component is to ensure cost effectiveness in the sustainability of the mission through collection of water user charges. This has been outsourced to the SHGs, which have shown surprising collections of more than 77 lakh in a period of 10 months. Hence, the entire mission is working in a cost effective way.

**Replicability** :- The Burhanpur model of achieving the target is based on administrative diligence, future



outlook, community participation and convergence of various schemes. All this was to ensure supply of piped drinking water to a mostly tribal population distributed across varied geographies around the district. All of this can be replicated in districts which have similar hydro geomorphological profile and spread.

**Transparency**:- All the activities undertaken under the mission are properly documented, publicized, with certificates taken from each Panchayat for 100% water connection as well as activities conducted by ISA to create awareness about the initiative. Furthermore, the deliverables of the mission (i.e. pipes, taps, ponds, soak pits etc) are tangibly visible on the field for people to see their utility. The revenue collected by SHGs are also transparent in the sense that they maintain a proper accounting ledger to budget everything which is then verified by the Panchayat Secretary.



**Accountability:-** Accountability is checked at multiple steps. From ISA creating awareness among people who will act as agents to check implementation of the project to third party agencies(TPA) going on the field to check actual construction work of the piped water system and introducing necessary changes, to VWSC overseeing the entire project to satisfy themselves before giving certification of full water connectivity to the regular monitoring by district administration. VWSCs were instrumental in overseeing the entire project from ideation to fruition.

### **Panchayat Functionaries at the core of the solution**

Panchayat has been handed over the Jal Jeevan Mission and strengthening this core department was the priority of district Burhanpur. Field Test Kit (FTK) are provided to test water potability at distribution and source level. Parameters like pH, conductivity, turbidity can now be tested at gram panchayat level and the FTK users update the Water Quality Management Information (WQMIS) software every month. Every panchayat had a few people posted as a waterman which have now been trained as plumber. A Nal Jal Prabandhan Booklet was created that had the map of the village, placement of valves, materials used, spares needed, plumber details, FTK user details etc, which was launched in every panchayat and provided support to the VWSC members.

Jal Jeevan Mission has changed the life of many villagers, specifically improving the hygiene of households, affecting the safety and security of women and children who had to travel to far away wells

to gather water in vessels.



One such resident of a village Jhirmiti, Mrs. Anita Shivprasad Jamdekar had to climb down 200 meters away to a river and carry vessels on her head. After the advent of Jal Jeevan Mission, she is able to spend more time on her duties in her farm and sending her children to school on time. The mission has brought the ideals of women empowerment, improvement in school participation, reduction of malnourishment, disease prevention, and improved incomes, into reality.

## Samagra Shiksha Yojana Chitrakoot (Uttar Pradesh)

Chitrakoot, located in the Bundelkhand region of Uttar Pradesh is an aspirational district with a rural agrarian economy and it has historically been less developed socioeconomically as compared to other districts.

Most of the schools in the district faced a huge infrastructural gap and coupled with traditional methods of pedagogy led to low girls' enrolment and overall enrolment. As 90% population of this predominantly rural district is served by government schools therefore huge improvement was needed in both infrastructure and quality of education. A need was also felt to make education more inclusive through focus on children with special needs and more participative by involving the community. The project has focused on delivering quality education with an equitable and inclusive classroom environment through Samagra Shiksha. A special feature of the project is the focus on improvement of quality of education by adoption of audio-visual approach through establishment of smart classrooms in schools.

### **The steps taken**

The physical infrastructure of any institution is the first sign of the status of its functioning for a visitor. To bridge the gap in fund availability for development of physical infrastructure of schools, Gram Panchayat, DMF, Block Panchayat, NITI Aayog, MP/MLALADS and CSR funds have been converged and fortnightly meetings are conducted to assess the progress and address any issues.

Funds amounting to around Rs 87 Cr have been spent since March, 2020 for provision of toilets and urinals for boys and girls, drinking water, boundary wall, tiling of classrooms and toilet floors, smart classrooms, solar panels, furniture, kitchen shed, whitewashing, multiple handwashing units, electrification and equipments in schools. The public schools have been brought at par with best private schools in term of infrastructure which has motivated all the stakeholder i.e. teacher/parents and students to perform better.

In order to make improve the learning outcomes for students in government schools, a number of steps were taken. 280 schools have been provided with a Smart TV through Rurban Mission, NITI Aayog, CSR and DMF to make conceptual understanding easier and the learning environment interesting and attractive for students. Besides having pre-loaded content, these smart TVs are used to access online content available on DIKSHA portal of the education department of Uttar Pradesh. 550 more smart classrooms are slated to be ready in the next 6 months through various funds. Similarly, all schools now have teaching learning material for engaging students in a fun filled learning experience. Every teacher has been given a target of doing at least 5 student assessments daily using the NipunLakshya App which grades students as either Nipun or not Nipun based on their performance in the spot assessment using the App. Every school has been provided with NipunTalika in which the progress of students on the learning outcomes is monitored by the teacher. This talika is available for students in Class 1 to Class 3. For the other classes, the teachers conduct regular tests to assess the progress of students on learning outcomes.



Supportive Supervision is implemented through District Institute of Education and Training (DIET) mentors, State Resource Group (SRGs), Academic Resource Person (ARPs) and various officers of the administration who evaluate students during inspection. All these visits are documented using Apps. They also review the progress of every student as listed in the Nipun Talika and give inputs to improve the students' performance. District, Tehsil and Block level officers of various departments have been registered on Prerna Inspection App to do periodic inspections of schools in their jurisdiction to report on infrastructural requirements, student absenteeism, teachers' attendance, usage of school grants and quality of mid-day meals. Almost all schools of district are inspected atleast once in a month by the district/block level officer.

Print rich material with posters, stories and big books are available in schools. Every school has a library with a collection of National Book Trusts (NBT) books. Set of 39 books in various categories including stories, poems, history, general knowledge etc. are available in schools. Teaching learning material (TLM) is available in classrooms to assist the teachers to teach via easy concepts to students. Teachers have been trained to make teaching learning material through trainings in DIET.

A special campaign has been conducted and regular house to house surveys are done by teachers with the assistance of village level functionaries to identify and bring out of school children and children with special needs into the net of formal education. For effective inclusion of children with various special needs, children who are restricted to home because of more serious disabilities are visited at home by special educators to train them in activities of daily living, train the guardians in therapeutic exercises and teach the students basics of language and numeracy. The administration has intensively focused on building girls' toilets to encourage girls to enroll and to reduce dropouts. Sanitary napkins are distributed among girl students and incinerators have been installed in schools for their disposal to terminate the gap generated due to menstruation and associated taboos and restrictions. Chitrakoot Khel Maha Kumbh was conducted in the month of January and February, 2023 to raise awareness about the education of girl child and to encourage girls students to participate in sports. A very important intervention for improvement in retention and reduction of drop out of girl child in schools is the operation of Meena Manch in schools. Through this Manch, children and guardians are sensitized to gender related issues and the discrimination inbuilt in the society so as to recognize it and accordingly overcome it.

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Girl students of upper primary schools are being given self defence training. The teaching staff of every school conducts a dedicated social mobilization campaign every year to enroll eligible girl students by involving members of the school management committee. 100% of the girls whose families are eligible for Kanya Sumangala Yojana have been covered under the scheme to provide financial incentive to guardians for sending their girl children to school. Nukkad natak are conducted under a focused campaign for mobilizing the community to send children to school and raise awareness about the importance of education in this relatively under developed aspirational district. Hamara Aangan Hamare Bache program is conducted which involves teaching students and invigorating the interest of wards in schools through games. School management committees involve mothers of pre-school children as well as village level functionaries to generate awareness and motivate people to enrol and regularly send their wards to school.



### **The Results of the Initiatives**

The number of students enrolled has risen by around 10%. An analysis of enrolment numbers of the 10 remotest schools of each of the five blocks of the district shows that the average enrollment has risen by 9.75 percent with both the number of girls as well as boys enrolled increasing which showcases deeper reach of public education system. The increase in girls' enrolment is more than 3% higher than that of boys.

Many parents have shifted back to public school system after improvement in infrastructure and quality of education 2758 out of school children have been identified and incorporated into the formal education system. 1704 children with special needs are registered in the government schools and 673 schools have one or more child with special needs on its roll.

The attendance in schools with smart classrooms has risen from an average of 70% to more than 90% on any given day. Teachers report higher levels of attentiveness, greater participation in classroom activities, better grasp of scientific and social concepts and increase in participation in extra-curricular activities among students. All schools have been transformed in infrastructural parameters by building of 320 school boundaries, 308 boys' toilets, 340 girls' toilets, 659 multiple handwashing units, 690 campuses being electrified, 1500+ classrooms' floor tiling, 165 kitchen sheds. 3 out of 9 schools that won the Uttar Pradesh Swachh Vidyalaya Puruskar, 2022 are in Chitrakoot. More than 90% of the schools in the district are now saturated in the basic parameters of physical infrastructure laid down by the State Education Department.



All these innovations are easily replicable and sustainable with proper planning, monitoring and motivation of all concerned stake holder on behalf of the administration concerned. It is all about bringing various stakeholders to the table and aligning their focus towards achievement of the set goal- quality inclusive education. The outlook of parents, public representatives and public at large towards government schools and the facilities therein has become positive.

# Samagra Shiksha Yojana

## Mehsana, Gujarat

During Covid-19 pandemic, we experienced enormous loss in learning outcomes of the students including basic skills like reading, writing and numeracy. On 5th July, 2021 NIPUN Bharat Mission was launched by the Ministry of Education, Government of India. NIPUN (National initiative for proficiency in reading with understanding-NIPUN) lays special emphasis on Basic Literacy and Numeracy (Foundational Literacy and Numeracy) for students up to standard 3.

On the inauguration ceremony of NIPUN Bharat Mission Hon'ble PM has said, "The ability to read and write, and perform basic operations with numbers, is a necessary foundation and an indispensable prerequisite for all future schooling and lifelong learning." To Achieve this goal Project PATHA was initiated by the Mehsana district to improve Foundational Literacy and Numeracy (FLN) in all 994 elementary schools of Mehsana district, Gujarat.

To begin with a FLN Task Force was constituted. It consists of 20 FLN Expert teachers of the district, who were known for their expertise into FLN as well as their teaching efficiency and innovations in teaching methods. The FLN Task Force was entrusted with the responsibility to create an evaluation mechanism to find out grade specific FLN outcomes, creation of necessary content for teachers and students, training to stakeholders and hand holding of other FLN teachers. Accordingly, FLN Task Force prepared FLN Teacher guidelines and worksheets for Literacy (Reading and Writing) and Numeracy skills by which a FLN teacher can teach the student. FLN Task Force also prepared assessment rubrics (ladder) and diagnostic test by which a student progress can be measured.

Literacy (Reading and Writing) skills were divided in 0 to 11 'kadam' (steps). Whereas Numeracy Skills are divided into 10 steps which further subdivided into 63 sub steps. Performance of all the 1.38 lakh student from grade 3 to 8 are being tracked on daily basis for each and every step and sub step from December 2021 till today.



Literature prepared by FLN Task Force was sent for review by the Gujarat Council for Educational Research and Training (GCERT). GCERT approved the content as well as methodology and allowed us to use this literature in the schools.

*PATHA* stands for *Problem identification, Assessment and diagnostics, Training of all stakeholders, Hand holding in remedial phase and Assessment of impact.*

### 1. Problem Identification

To identify the FLN skill levels of students before start of this project, a grade specific FLN assessment test was conducted in September 2021 to find out the learning level of the students in Foundational Literacy (Reading, Writing) and Numeracy Skills. Assessment was

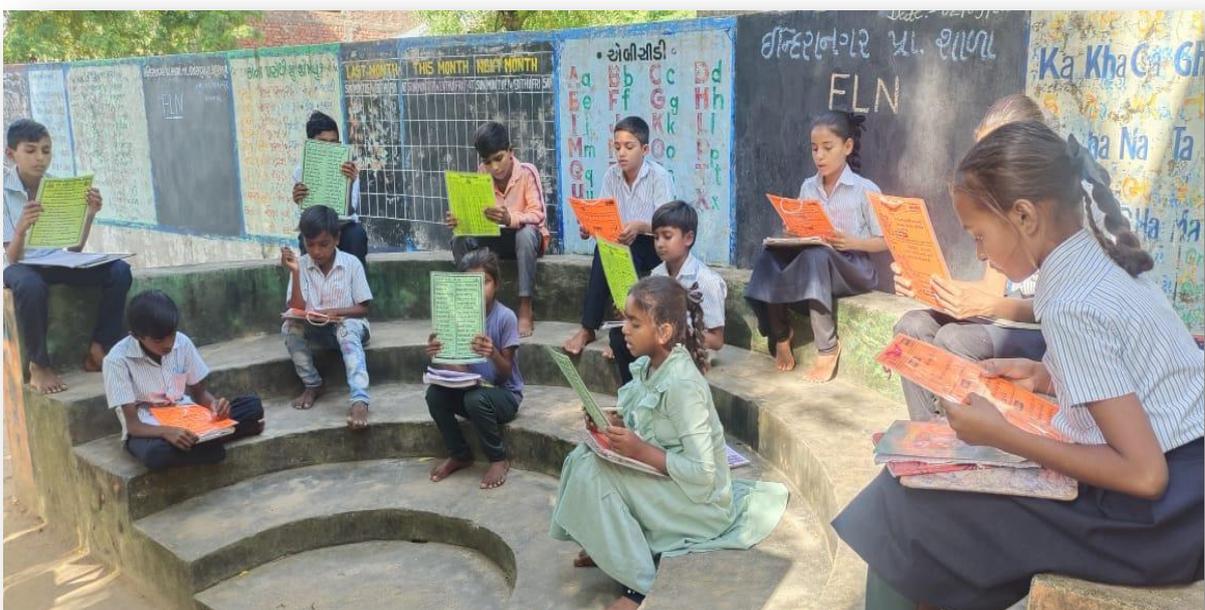
conducted through a diagnosis test prepared by the FLN task force. The test was specifically designed to assess the FLN skills of 1.38 lakh students of Mehsana district studying in std. 3 to 8.

## 2. Assessment and Diagnostics

The assessment result showed that 28.56% students were weak in grade specific reading skills, 30.17% students were weak in grade specific writing skills and 30.33% of students were found weak in grade specific numeracy skills.

## 3. Training of Stakeholders

One principal and one FLN teacher of all 994 school, all block resource coordinators (BRCs), all cluster resource coordinators (CRCs), block (taluka) primary education officers (TPEOs) and all DIET staff were trained in face to face mode in two phase to make them understand the concept and methodology of FLN, process to identify the specific problem area of each student and remedy for same to bring that particular student out of that problem (sub step) and assessment mechanism etc. Total 1956 stakeholders were trained in two phases. Simultaneously, Training was made available through DIKSHA portal (online mode) also. DIET Mehsana has created a robust Training Management System (TMS) by which training schedule and outcomes of every FLN teacher was tracked and ensured. Along with the FLN training, periodical review of the FLN performance at the school level as well as FLN teacher level was ensured by the district level team and the block level teams of education department.



**4. Hand Holding in Remedial Phase**

As training was essential for capacity building of teachers, handholding was necessary for further refinement of their skills, to keep them motivated and to achieve the objective of this project. Handholding exercise was carefully designed with the performance monitoring mechanism. Performance of schools (through school principals) as well as performance of individual FLN teacher were monitored through their performance in frequent diagnostic tests conducted for students.

Along with handholding of FLN teachers, continuous review of performance of schools & FLN teachers, review of monitoring staff including TPEO, BRCs & CRCs significantly improved the performance of schools as well as working style of the monitoring staff of Mehsana district. Biweekly online review of head teachers and FLN teachers of whole block combined, sharing of their experiences and best practices, helped us to keep the momentum alive.

**5. Assessment of Impact**

Due to one and quarter yearlong continuous efforts, significant qualitative as well as quantitative improvement have been witnessed in the FLN skills of students of Mehsana district.

For the purpose of performance assessment students were categorized into 3 groups. Students getting less than 40% marks were categorized as Dear students. (When Hon'ble PM was CM of Gujarat he used to call poor performing students as "Dear ( प्रिय )" students as they require maximum affection and attention of the teacher. Students getting 40%-79% were categorized as average students and students getting 80% and more marks were categorized as good students.

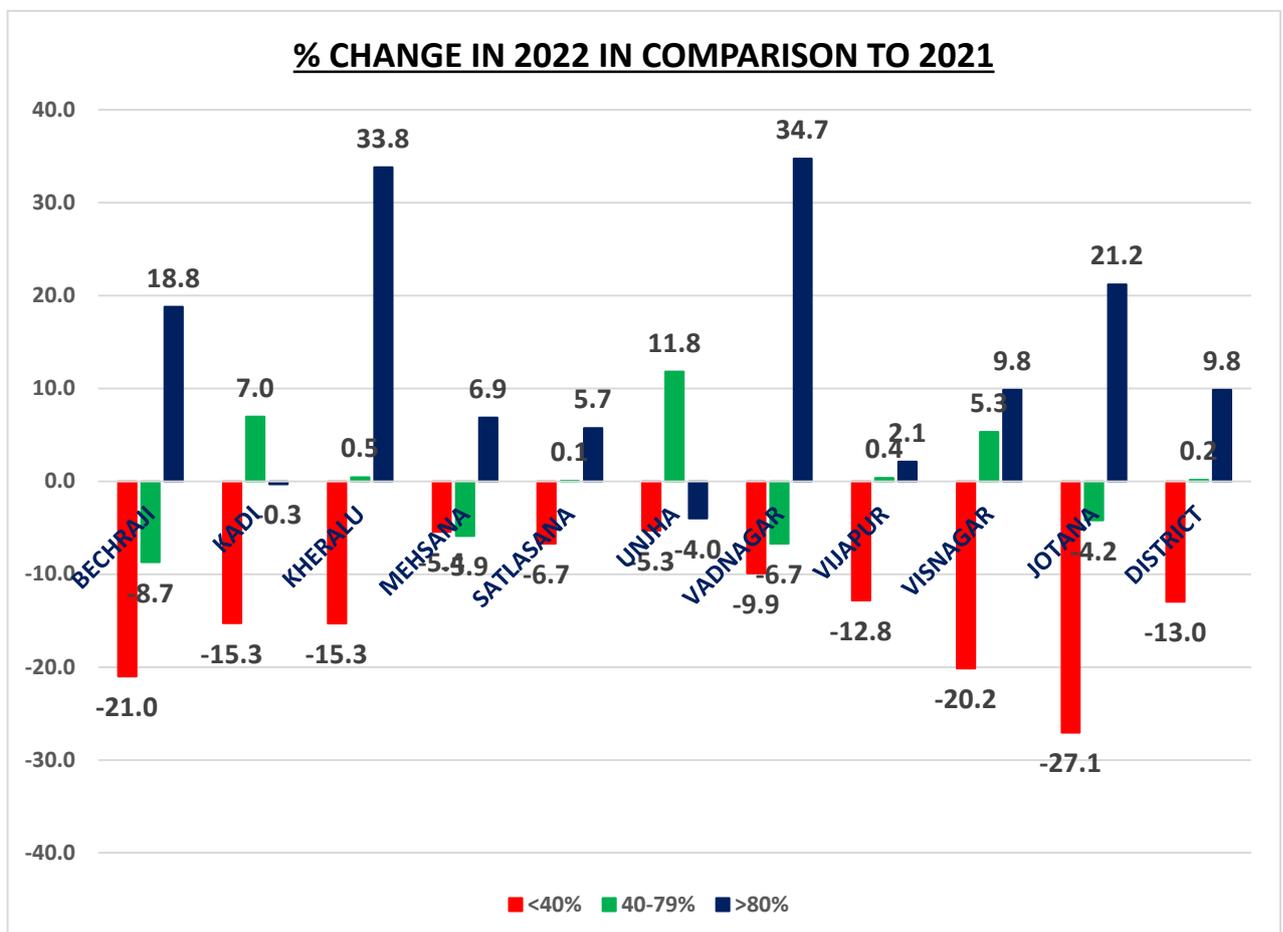
This project not only improved the FLN skills of poor performing students as comparatively more number of students had achieved more than 40% marks (from 1,02,328 in December 2021 to 1,07,640 in December 2022) but also immensely helped in improving FLN skills and learning outcomes of average and good students as number of students getting more than 80% marks increased from 53,199 (in December 2021) to 58,434 (in December 2022).

Following observations can be drawn from year on year comparison (December 2021 to December 2022).

- I. There is significant improvement in the FLN skills due to Project PATHA. The improvement is visible in all the blocks.
- II. Number of poor students (getting less than 40% marks) decreased by 13% (from 35,989 in 2021 to 31,324 in 2022).

- III. Out of total 1.38 lakh students of std 3-8, students getting >40% marks increased from 73.98% in 2021 to 77.45% in 2022.
- IV. Number of good students (getting more than 80% marks) increased by 9.8% (from 53,199 in 2021 to 58,434 in 2022).
- V. Improvement in initial months was slow but once the student learnt basic skills, the improvement in his learning abilities increases by manifold. Improvements in last 3 months is more than improvements in first 9 months.
- VI. This project also aims to break the myth about government schools. The students as well as teachers at Government schools are equally good and competent. A very well thought and planned project with constant training and hand holding can bring phenomenal results.

Meticulous planning, qualitative content which clearly demarcates level specific expected FLN outcomes and their remedies, continuous training, constant review and follow ups, all the blocks have shown improvement in overall FLN performance.



The Figure-1 indicates the block wise progress of the students in FLN Skills. The improvements are seen in all blocks of district. Maximum percentage reduction in poor students (Dear Students) is seen in Jotana block in which 21.0 % students who were in weak category improved their FLN skills and moved into category of medium and good students. Maximum increment in good students as high as 35% (students getting more than 80% marks in 2022 in comparison to 2021 )is seen in Vadnagar block.

### **Other Significant Achievements of Project PATHA**

1. This initiative has been praised across all the stakeholders in the education department, Govt of Gujarat. GCERT has issued a circular in January 2022 to roll out this project across the state. Presently it is being rolled out across the state.
2. Probably we are the first and only district in entire India who has framed grade specific outcomes for FLN till grade 5. Even NIPUN Bharat has specified FLN outcomes up to grade 3 only.
3. As emphasized by Hon'ble PM in his speech on inauguration day of NIPUN Bharat Mission, Improvement in FLN significantly improves learning outcomes in other related subjects also. This gets proved in the results of first semester exams of November 2022 in Gujarat. Our result in all five FLN related subjects (Hindi, English, Sanskrit, Gujarati and Maths) is better than state average in all the standards from 3 to 8.
4. Training material prepared by FLN Task Force of Mehsana district has been accepted in its original form and made available on DIKSHA portal to impart online training. More than nine thousand teachers for Gujarati course (Literacy skills) and more than 11 thousand teachers for mathematics (Numeracy skills) have been enrolled in FLN online Courses till 15<sup>th</sup> February 2022.
5. So far, our FLN Task Force have trained more than 500 master trainers from different districts of Gujarat to implement this project across the state.

This initiative has proved the potential and importance of government schools especially in Rural India. Project PATHA is a story of dedication, innovation and ownership shown by teachers of Mehsana district. This qualifies as an outstanding example of excellence in public administration where a district level initiative not only implemented at such a large scale in 994 schools and improved the learning outcomes of 1.38 lakh students but also recognized and rolled out in the entire state.

## Healthcare under Swastha Bharat Programme in Latur, Maharashtra

Latur is a city in Maharashtra (Marathwada region). It is a drought prone area with shortage of water, hence it adversely influences the agriculture economy resulting in low human development index (HDI 0.663 - 2011). This background underlines the need of various health services up to the root level beneficiaries specially in health. As the vision of India to provide Expanded Comprehensive Primary Health Care with range of services spanning preventive, promotive, curative, rehabilitative and palliative care through Ayushman Bharat Health and Wellness Centers (AB-HWCs) to address critical issue of access to health care and reduce Out of Pocket Expenditure (OOPE) of people. Also addresses an epidemiological and demographic transition, where non-communicable diseases such as cardiovascular diseases, diabetes, cancer, respiratory, and other chronic diseases, account for over 60% of total mortality. AB-HWC initiative has been instrumental for Latur to deliver these health services to all the citizens for the Swastha community.



### HWC Facilities Operationalization:

Under Ayushman Bharat, the first step has been to convert all the existing Units into Health and Wellness Centres. By the year 2020-21, Latur district successfully operationalized 46 PHCs and 187 Sub Centres into fully functional HWCs. These 233 HWCs have been made operational by the following mechanism:

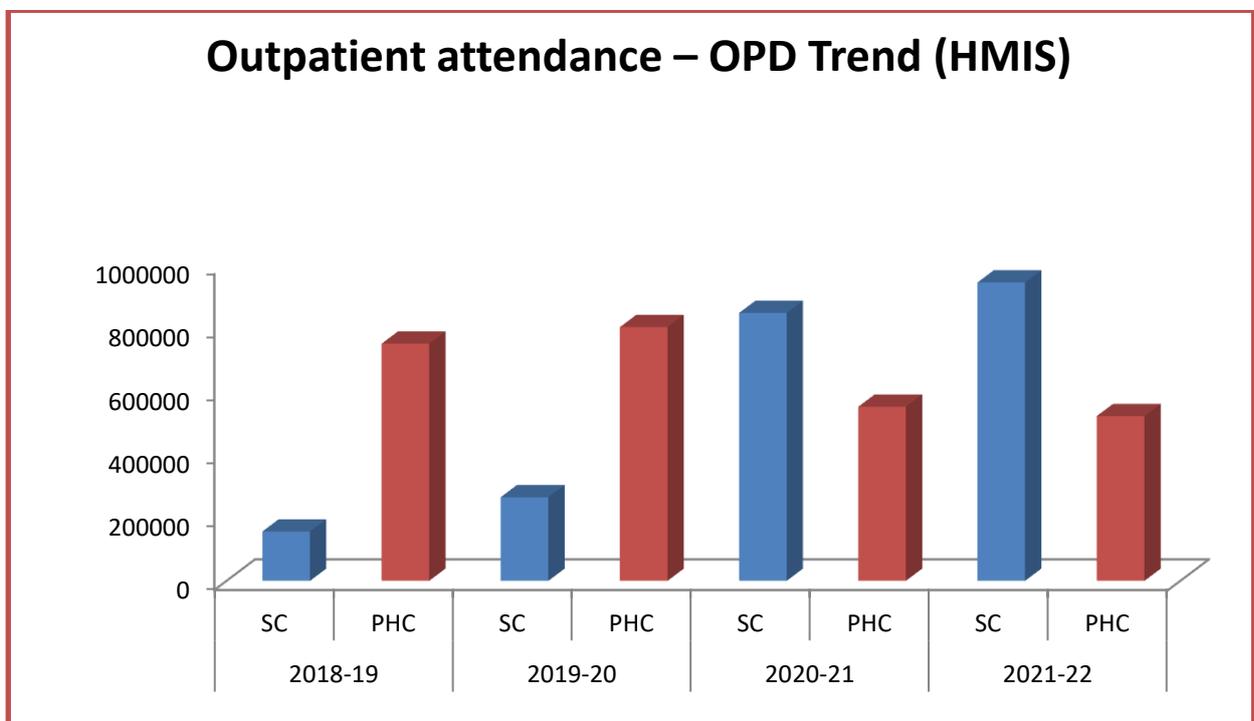
- 100% Branding
- Manpower recruitment (118 MBBS and 187 BAMS Doctors)
- Training and Capacity Building
- Medicine availability for Comprehensive and Expanded range of services, including AYUSH medicines
- Diagnostics: 14 tests at Sub Centres and 63 tests at PHCs available
- Tele-consultation Facility
- Jan Arogya Samitis established for better community engagement: 10 meetings being held every year in each Centre.



### Comprehensive Primary Health Care through Health and Wellness Centers:

The HWCs aim to provide 7 Comprehensive services, including free medicines and diagnostics to the citizens.

- **Footfall:** Since we operationalized 233 HWCs, these facilities have served 44 lakh OPD patients. There has ***been an increase in OPD at Sub centres (From 1.5 lakh OPD in 2017-18 to 9.4 lakh in 2021-22 )*** , thus decongesting the higher referral centres and also bringing health solutions closer to the community.



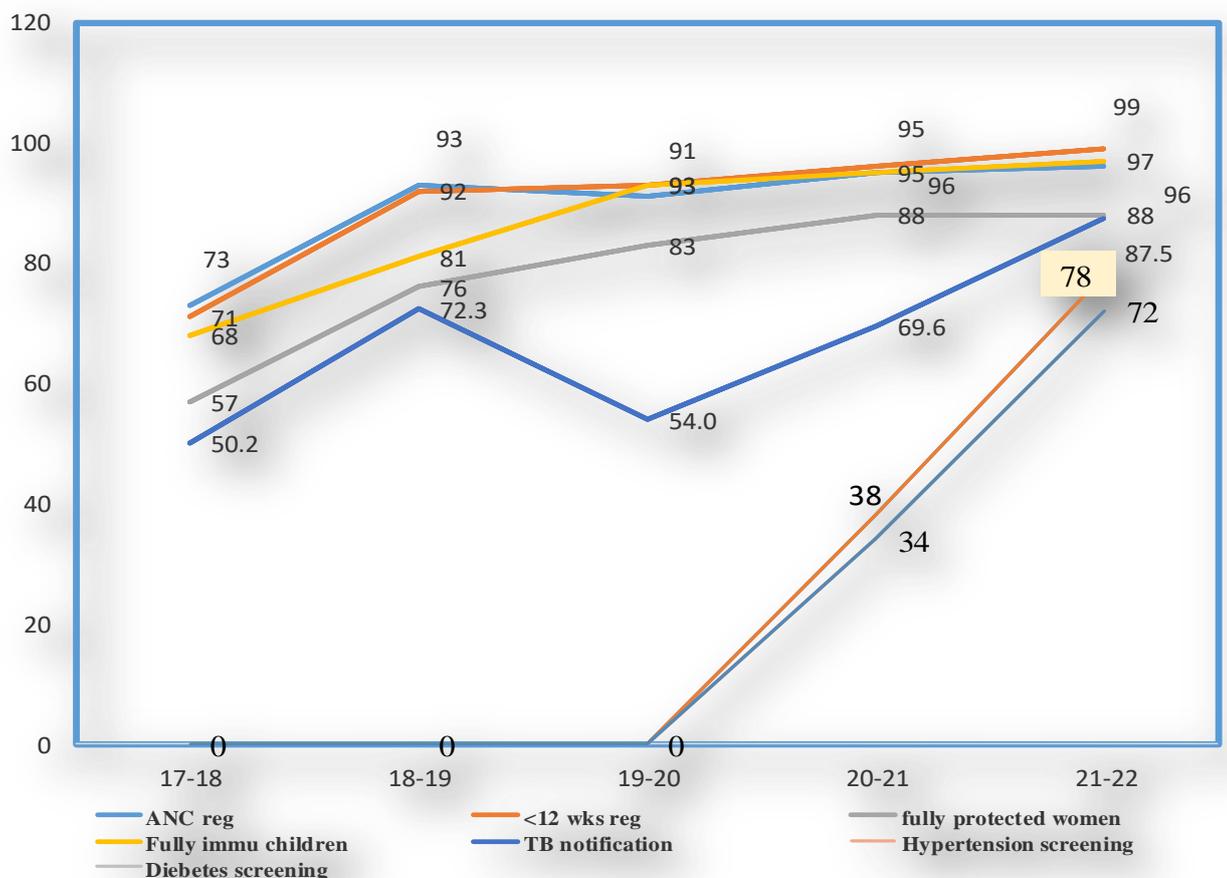
- **Wellness activities:** Latur district conducted 27475 different wellness activities like Yoga sessions, Marathon, Cycling, Zumba, various health day celebration & Health talks, for bringing awareness about healthy lifestyles in the community. Yoga teachers have been appointed at all the HWC Facilities.
- **Tele-consultation Service:** Tele-consultation facility was started in April 2020 at PHCs (as hub & Spoke) and Sub Health centers (as spokes) to provide Specialist Services with the help of HUB at Nanded District with an aim to provide expert consultation at village level, which ultimately reduces time & money of Common people (OOPE). We have provided Tele-consultation services

to 319287 citizens as per their need at SHC & PHC Level through the platform of esanjeevani.in Tele-consultation.

- Non-Communicable Diseases (NCD) Screening:** Screening of more than 7 Lakhs population - 30 years and above was done for Hypertension (BP) and Diabetes. Out of the screened population, 41517 hypertension cases and 20360 diabetes cases were identified and more than 95% of each were taken on treatment. Counselling of all citizens is done regarding exercise and diet to reduce the occurrence of NCDs.

**Some Special efforts to screen every 30 years and above population for NCD:**

- Village level NCD camps:** To increase awareness and NCD screening, all HWC facilities conduct Village level NCD screening camps at all villages monthly.



**2) Door step approach through home visits, well backed up with NCD team**

**3) Opportunistic screening at HWC OPD:** Screening of all 30 years and above population when they come at HWC facilities for any other reason/service and screening of their relatives and also at their other contacts like during home visits.

**4) Dedicated/Focused weekly NCD day :** At all HWC PHCs and SHCs dedicated weekly NCD day is conducted to fully screen and to diagnose and to take on treatment 30 years and above population.

- **Reproductive & Child Health(RCH) Services:** There has been a positive impact after operationalization of HWCs in the district on some qualitative RCH indicators like ANC registration, ANC Reg. <12 Weeks, fully protected pregnant women, fully immunized children and tuberculosis case notification.

**Positive impact of HWCs on some health indicators**

The District has also started a call centre called JEEVAN-REKHA to call and monitor all pregnant women, with a special focus on High risk Mothers. This has ensured that all mothers receive institutional help from HWCs. Well-furnished Labour rooms available at all HWCs for institutional deliveries

**Expanded Range of Services:**

In Latur District, we rolled out Expanded range of services on 1st April 2022 at all operational HWC facilities and trained all medical staff for all expanded range of services.

1. Eye care,
2. ENT care,
3. Care for mental, neurological and substance use disorders
4. Palliative care, Elderly care
5. Emergency and trauma care

- 1. Eye Care-** All HWCs are equipped with vision charts, torch and medicines for primary eye care with basic training of MLHP. During 2022-23, cataract are operated of 17069 persons.

Therapies	Sessions taken till date	Difference amount between UMANG & Mumbai, Pune	Total Savings by Patients
Occupational Therapy	55000+	1700	Rs.9,35,00000
Physiotherapy	22400+	600	Rs. 1,34,40000
Speech Therapy	31000+	800	Rs. 2,48,00000
Behaviour Therapy	29900+	950	Rs. 2,84,05000
		Total Amount benefitted through UMANG	Rs.16,01,45000

- 2. Care for mental, neurological and substance abuse disorders-** **a.** Under mental health programme regular IEC, house to house survey and weekly mental health clinic at all HWC facilities with flag name Manshakti Clinic. **b.** Essential medicines for Mental Health available at PHCs. **c.** The District has established a Centre for Autism , Cerebral Palsy and Multidisability Centre named UMANG under PPP Mode alongwith District early Intervention Centre (DEIC), for treating patients with disabilities and neurological problems screened at HWCs
- 3. Elderly Care-** Under the flagship programme of Thodese Maibapsathi Pan ( Something for the Elderly ), screened 250380 elders. Arranged 522 health camps at every large village and given elderly health care to 23207 elders and 4818 were given referral services. Medicines available for minor ailments, joint pain etc.

#### **Innovative/Best practices to strengthen the HWC services**

- ❖ Timely recruitment of MLHP (CHO), Capacity building and incentives given regularly (Rs 3.15 Cr in 2021-22 Avg. PBI/CHO/Month - Rs. 14037 and Rs. 2.19 Cr in 2022-23)
- ❖ Support to HWCs through provision of IT services , diagnostics and drugs.
- ❖ Allocation of sufficient funds through DPC (19-20- 32.15Cr, 20-21- 27.83Cr, 21-22- 51.47Cr)
- ❖ Special efforts by reaching to unreached- visit of MBBS MOs to HWC SCs weekly on Thursday for diagnosis, to take on treatment NCD patients and to follow up counseling to known cases.
- ❖ Provision of well-equipped **50 ambulances** to all HWCs (PHC) through 15<sup>th</sup> Finance and through Hon MPLADS/ MLALADS fund for free referral.
- ❖ **Quality Care :-** Support in accreditation/ qualifying in **NQAS and Kayakalp of HWCs.**
- ❖ In 2021-22 64 HWCs SC selected in kayakalp & 24 (50%) PHCs achieved the award in kayakalp.
- ❖ 5 HWC PHCs accredited in NQAS & 9 PHCs proceeded for national NQAS assessment

## SUCCESS STORY

### UMANG CENTRE FOR AUTISM, CEREBRAL PALSY AND MULTIDISABILITY

Latur District established Maharashtra's First dedicated Autism and Cerebral Palsy Centre named **UMANG** at the District level in 2020. The initiative is a joint venture between Government and an NGO (leveraging private players to deliver health services), wherein different therapies are provided at minimal cost to patients. The Centre offers therapies like Occupational Therapy, Behaviour Therapy, Speech Therapy, Physiotherapy, Hydrotherapy under one roof with tests including BERA, EEG and OAE. The Centre also boasts of a State of the art SENSORY GARDEN, with differently abled friendly swings, Trampolines, sensory path etc which is used for sensory stimulation and remedial therapy. Specialized Neurological consultations are available through specialist Child neurologists attached with the Centre.

The patients and children from rural areas are screened for defects by RBSK teams, HWC staff and doctors and sent to the Centre for therapy and treatment. The current number of patients is as follows:

- ASD (Autism Spectral disorder): 75+
- ADHD (Attention Deficit Hyperactivity Disorder):148+
- Intellectual Disability : 192+
- Developmental Delay: 184+
- Speech Delay : 134+
- Epilepsy : 122+
- Cerebral Palsy :58+
- Down Syndrome: 33+
- Others: 250+

The sessions are offered at a much lower cost as compared to Metro Cities where such facilities are available. It has resulted in savings in Out of pocket expenditure(**around Rs 16 crore**) of rural population who are now able to avail advanced therapies at lower costs in the District. Below is a comparative statement:

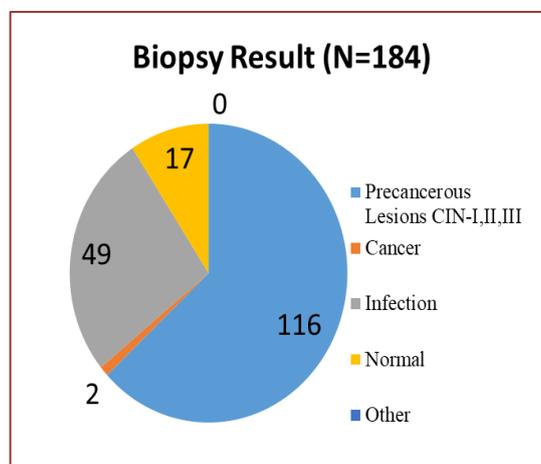
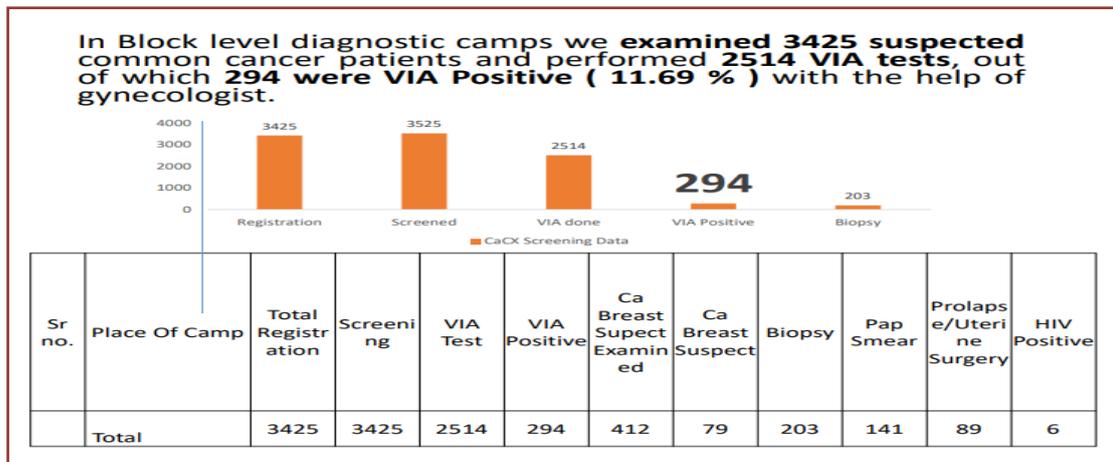
**CANCER SCREENING:**

**A SUCCESS STORY through SANJEEVANI ABHIYAN (Cancer Free Life-Prosperous Life)**

Latur District launched a Cancer screening Drive for women, especially to screen patients of Cervical and Breast Cancer. It Included the following:

- Training of ASHA, ANM and CHOs
- House to House survey by ASHAs
- Identification of probable suspects with symptoms and their checking by CHOS at Sub Centres
- All Suspects were then examined by Gynaecologists/ Specialists at PHCs/ RH/ SDH including taking of Biopsies and samples

A total of 3.42 lakh women screened and 3425 suspects found, which were examined by Doctors. The initiative was mobilized in coordination with Panchayat Raj Institutions and Health Department.



**PRIORITY PROGRAMME**

## Healthcare under Swastha Bharat Programme in Anakapalli (AP)

Anakapalli District in northern Andhra Pradesh has a population of 18,52,000 and is spread across 24 mandals. The newly formed district was presented with notable challenges in providing healthcare services to its population due to factors such as

- Limited access to tertiary care
- Lack of availability of requisite healthcare professionals
- Low awareness among the rural population
- Large number of pregnant women & adolescent girls being anaemic



**Child Care Services at AB-HWC**

In order to address the quadruple issues, 'AAAA' – Access, Availability, Awareness and Anaemia, the Ayushman Bharat - Health and Wellness Centres (HWCs) initiative launched by the Hon'ble Prime Minister of India is being implemented in its true spirit in the district of Anapapalli. Ayushman Bharat has attempted to move from a selective approach of health care to delivery of comprehensive range of services covering preventive, promotive, curative, rehabilitative and palliative care. Health & Wellness Centres (HWCs) under Ayushman Bharat have been created to deliver Comprehensive Primary Health Care that is universal with a focus on wellness and delivery of an expanded range of services closer to the community.

The Ayushman Bharat – Health & Wellness Centres provide a range of services which include care in pregnancy & childbirth healthcare services, childhood and adolescent health care services, family planning & other reproductive health care services, management of communicable diseases, general out-patient care, management of non-communicable diseases, basic oral health care ,care for common ophthalmic & ENT problems, school health services, elderly & palliative health care services, emergency medical services, screening & basic management of mental health ailments, diagnostic tests and follow-up care.

The objectives of the Ayushman Bharat - HWC initiative is to offer Comprehensive Primary Health Coverage (CPHC) at the grassroots level. For this, there is systematic focus on following key areas:

- To expand service delivery – achieved through 108 (Emergency services), 104 (Fixed day Comprehensive Health Service Provider) & 102 services (Neonate-Mother transport services)
- To expand HR and Multi Skilling - through resource persons such as Community Health Officer – Village level qualified, trained service provider dealing with health services at village level
- To enhance community mobilization and health promotion – this was ensured by increasing stakeholder participation in Village Health, Sanitation and Nutrition Committees and Village Organisation level SHG meetings.
- To provide medicines and diagnostics at village level - 67 types of drugs & 14 types of diagnostics have been made available at HWCs.



All these steps have ensured a 'Continuum of Care' in healthcare delivery which has been essential in providing a seamless healthcare experience to the population and ensuring that healthcare services are delivered in coordinated and integrated manner. The work of village level functionaries such as ASHAs ,ANMs & CHOs and services like tele-health and specialist referral services have played a crucial role in improving the overall healthcare outcomes of the district population.

**Achievements:**

Since the launch of the Ayushman Bharat - HWC initiative, the District has made noteworthy strides in providing comprehensive primary healthcare services to its population.

As of now, there are 576 functional Ayushman Bharat- HWCs in the district, and over 1,51,390 people have received holistic services in these centres.

- One of the weighty achievements of the Ayushman Bharat -HWC initiative has been the successful screening of the suspected population for hypertension and diabetes. 100% of the suspected population has been screened for hypertension, while 99% has been screened for diabetes.
- The district has also made significant progress in reducing anemia among women and adolescents. Of the 34,596 individuals tested for anaemia, 7% were brought out of anaemia.
- The district has also witnessed an increase in the number of institutional deliveries, with 13,920 institutional deliveries performed since the launch of the Ayushman Bharat HWC initiative.
- Through Ayushman Bharat -HWCs, SDG indicators are being tracked religiously in the district & better progress has been observed in the 10 chosen indicators i.e., institutional deliveries, TB case notifications, doctors staffing in PHCs, fully immunised infants, IMR, under 5 mortality rate, MMR, anaemic adolescents, anaemic pregnant women & PMMVY Coverage.

Some of the best practices adopted by the district mentioned below are improving the delivery of healthcare services through Ayushman Bharat – HWCs

- Implementation of the concept of 'Family Physician' envisions doctor visits to the village health camps being organised at the HWCs every month. This ensures a personal understanding of the health history of the villagers by the doctor which will help in providing individual based care specific to their needs.

- Easy access for pregnant women and periodic check-ups at local anganwadi centres and schools have been facilitated.
- ABHA ID generation and data analysis have also been taken up at a rapid level; 80.93% coverage of ABHA ID has been achieved.
- On the tele-consultation front, an average of 3,310 calls are being made per day where preliminary consultations are facilitated through HWCs.

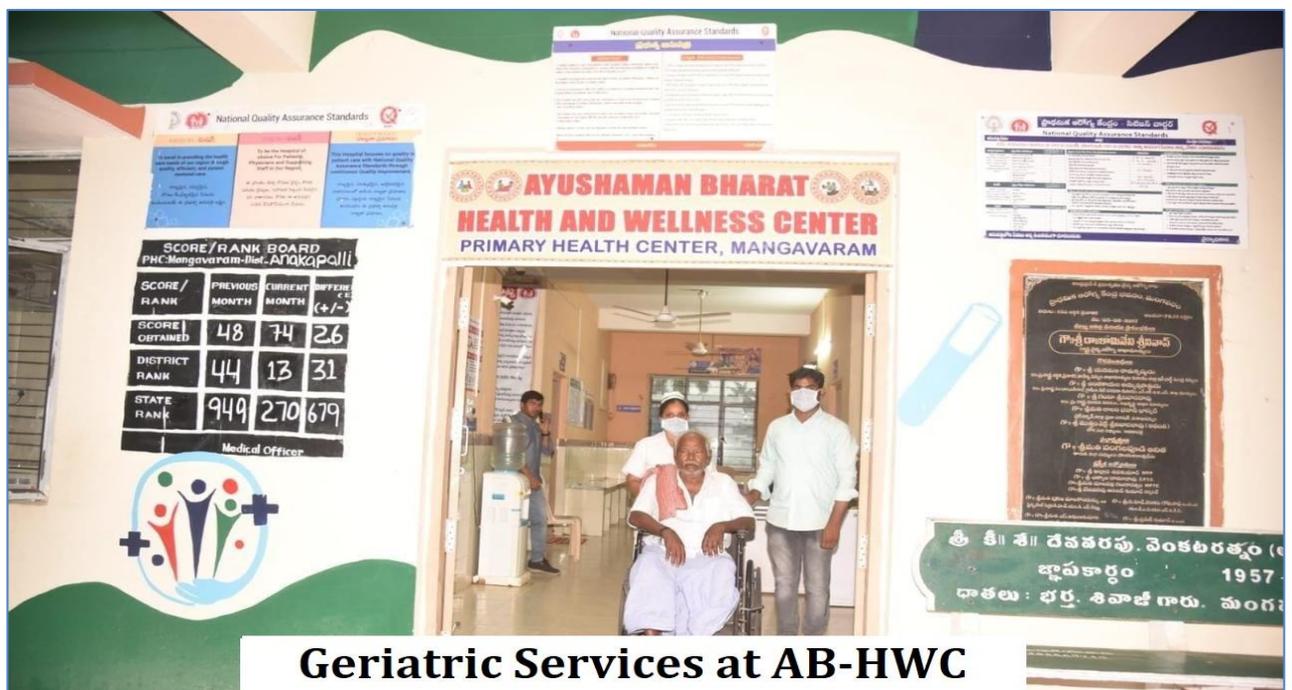


**Impact:**

The Ayushman Bharat - HWC initiative has had a marked impact on the general public in Anakapalli district.

- The establishment of Ayushman Bharat - HWCs has significantly improved access to healthcare services for the population, with 95% of the centres receiving over 300 footfall/month
- The expansion of service delivery through initiatives such as 108 round-the-clock emergency services, 104 fixed day comprehensive health services, and 102 transportation services for delivered mothers and children has significantly improved healthcare outcomes in the district.

- The community mobilization and health promotion initiatives, such as the regular meetings of the Village Health, Sanitation, and Nutrition Committee (VHSNC), have helped increase awareness levels among the rural and tribal population. The involvement of Village Organization (VO) members, such as DWCRA and self-help group members, has also helped in ensuring participation and improving acceptance of government programmes.
- The robust IT systems have facilitated the digitization of all government schemes, ensuring the ready availability of data for analysis, ensuring preventive measures and plugging gaps in healthcare services.



**Geriatric Services at AB-HWC**

#### Way forward:

Going forward, the District Administration will focus on delivering healthcare services proactively and efficiently. This will involve providing comprehensive coverage to the population and implementing targeted interventions to improve the overall health of the district population.

One approach to achieving this is by using data available to provide better service delivery. By analysing data properly, we will be able to identify potential health risks and provide appropriate interventions to prevent or manage them. This proactive approach to healthcare can help reduce the burden of chronic diseases and improve overall health outcomes. By analysing healthcare data, the administration will be able to identify areas where healthcare services are lacking and take appropriate steps to fill these gaps.

This can improve the availability of healthcare services in the district and reduce the need for patients to travel long distances to access healthcare. This, in turn, will reduce the out-of-pocket expenses of the patients. Thus, Ayushman Bharat – HWCs will not only improve access to quality health care but will also make it more affordable.

*"Health is a state of complete physical, mental, and social well-being and not merely the absence of disease or infirmity."* (World Health Organization)



**Sample Collection Services at AB-HWC**

The Anakapalli District Administration takes this quote as its mantra behind the holistic approach to healthcare services being delivered in the District. The main focus is on providing comprehensive healthcare services that will address not just physical ailments but also mental health, nutritional health and social well-being. The Ayushman Bharat- HWC initiative is helping in improving the overall health of the population by improving access to healthcare services and increasing awareness amongst the rural population.

Having proven the efficacy of the initiative, the district administration shall now focus on its scalability and sustainability to engrain healthy living as a way of life.

**ASPIRATIONAL DISTRICT PROGRAMME**

## Holistic Development Programme Baramulla (J&K)

### Key aspects:

- Augmentation of infrastructure and rationalization of existing resources for providing quality health care in primary level institutions.
- New Labour rooms were established to provide comprehensive obstetric health services.
- Emergency Resuscitation Rooms were augmented at primary and secondary care level health facilities.
- Universal screening services were strengthened at Community level services.
- Capacity building of ANMS/ASHAs.
- Line listing of pregnant ladies.
- 100% registration by Asha's of all pregnant ladies.
- Clue test at door steps or at nearest health facility.



**Key Impacts:**

- Percentage increase in Institutional deliveries to Estimated Deliveries from 74 % to 98.6 %.
- 100% reporting of infant mortality maternal mortality, IMR dropped from 6.8 to 3.4.
- Around 20,000 estimated Pregnant Females of the district are benefited with this initiative.
- Percentage Decrease in Home deliveries.
- Percentage increase in Institutional deliveries to Estimated Deliveries.

**AGRICULTURE AND WATER RESOURCES: Key Aspects**

- Identification of land for double cropping and providing of hybrid seed and guidance to farmers.
- Import of hybrid mulching cows from outside UT.
- Guidance and support for high density apple plantation within existing schemes.
- Introduced and promoted Mushroom production, Beekeeping, Polygreen Houses cultivation.
- Identified & Standardized Inputs and practices to maximize profits from Agri & allied sectors.
- Harnessing local agro climate for income & employment Generation.
- Triggering economy boost by scope for value addition and exports

**Key Impacts**

- Highest Returns from per unit area under Agriculture, Horticulture & Dairying activities.
- The Human Resource of Self Help Groups channelized for Collective activities in Mushroom farming and Protected Cultivation.
- Minimized losses due to natural vagaries under open condition and maximized profits from well managed smaller units.
- Annual Production of Apples touches 5.00 Lakhs MTs, Mushroom Production 80.00 MTs, Honey 70.00 MTs and Milk 5.00 Lakhs Liters per Day.
- Early and advanced availability of vegetable seedlings in March-April which extended availability of fresh vegetables locally and for export as well.
- New opportunities opened up for educated unemployed youth to invest and get support from Govt. loan from Banks and established income generating indoor activity.
- A new concept of Urban Farming was also introduced by way of readymade grow bags with vegetable plants for Urban household, these bags have been produced under Hi-Tech Poly Houses.



- The Damage to vegetable nurseries has been largely prevented as untimely snow / hail storm and inundation during March-April was biggest impediment. As of now the new units have crossed 60 in the District.
- The indoor activity has also provided employment and income for rural woman folk.

#### **EDUCATION: Key Aspects**

- Better school infrastructure and modernization by providing smart classes and KG's
- 100% electrification and portable drinking water to all schools.
- Separate girl's toilets and establishment of pink societies.
- Establishment of modal schools.

#### **Key Impacts**

- Increase in enrolment at primary and secondary level.
- Improvement in literacy rate
- Improvement in transition rate

- Improvement in dropout rate.
- Mainstreaming out of school children's.
- Improvement in learning outcomes.

#### **BASIC INFRASTRUCTURE:**

##### **Key Aspects**

- All SECC beneficiaries (239) provided housing under PMAY (G)
- 330 houses constructed under Non Secc PMAY (G).
- 1275 houses constructed under PMAY (U).
- All 1172 habitations connected through all-weather roads 105 habitations covered through PMGSY.
- 1500 Kms of roads macadamized /blacktopped in last 3 years which is highest ever
- Out of 402 Panchayats Common Service Center have been established in 376 Panchayats which cover entire 402 panchayats.
- All 1.59 Lac households provided portable water.
- All the households will be covered under JJM through piped water @ 55 LPCD (Rural) 135 ltrs (Urban) by March 2023.
- 704 defunct water bodies identified under B2V1 and rejuvenated.
- 88 Amrit Sarovars constructed to recharge the ground water.
- Extensive SBM plan implemented in all gram panchayats/ villages.



##### **Key Impacts**

- Better road connectivity.
- Generation of economic activity.
- Improvement in socio-economic standard.
- Conservation of water bodies and ecosystem.
- Ground water recharging.
- e-Service provided at doorsteps
- All villages declared as ODF plus

## Holistic Development Programme in Gumla (Jharkhand)



1. **Ragi Mission** : The story started with the twin challenge of Gumla district - one, the agriculture practice of leaving field fallow, mono cropping, rainfed etc and other, the wide prevalence of anaemia & malnutrition among whole population. Cultivation of Ragi and its in-house processing as well as distribution will ensure solution to both the challenge. The district administration procured and provided farmers with NSC certified Ragi seed and distributed among 5500+ trained Small & Marginalized farmers who shifted from Paddy cultivation to Ragi cultivation in 2022-23. The result was - Compared to last 5 year's average, an increase of 270% in production and 219% in net sown area for Ragi crop in 2022-2023. Thereafter, procurement at 17 storage points and processing of procured Ragi at dedicated **Ragi Processing Center** owned and operated by all women FPC took place. This center ensures daily production of sufficient amount of Ragi flour, Ragi Ladoo packets and Ragi snacks under the Brand **Johar Ragi**.

Tremendous success in the whole process prompted a district wide participation for 2023-24 kharif season, wherein more than 26,000 Acres (an increase of more than 10 times the Ragi acreage within two years!! ) farming land have been proposed for Ragi cultivation by the farmers themselves. For these farmers, the Women FPC bought high quality agro-climatic suitable ragi seed and distributed them. All this ensures sustainability of the Ragi Mission Initiative for many years to come.

2. **TB Mukta** : All 448 T.B Patients are being provided nutritious food packets through volunteer, “Nikshay Mitra”. This monthly food nutrition packet along with monthly incentive of 500 rupees to each identified TB patients will ensure that the district will achieve T.B Mukta status by March, 2024. Also, all TB related designated posts have been recruited and infrastructure related to X-Ray (Digital or Portable) have been provided to the team.
3. **For the first time ever**, 100% Household survey for all 21 types of disabilities was done. It resulted in the identification of 8208 new PwDs. Subsequent beneficial support are being provided to all of them.
4. **Anaemia & Kuposhan Mukta Gumla** : Provided one digital Haemoglobinometer per ANM and a large pool of newly trained nutrition related survey team - both of which ensured 100% Household survey for Malnutrition as well as Anaemia testing for 100% school going children, Pregnant women, Lactating Mother and AWC children. All identified SAM and MAM children are now provided with one Ragi laddoo during weekly VHSND meet. All MTC discharged children are followed up with **innovative Blue Card** to avoid slip back. This card ensures weekly follow up of Severely malnutrition identified and MTC discharged child, while Monthly follow-up of Moderately malnutrition identified child. 52 types of local leafy green vegetables were recently identified and its widespread awareness among community to ensure better nutrition at lower cost. School MDM food is being supplemented with use of Curry leaves & Moringa leaves in Daal for a long term overall health improvement of children.

**Library Revolution** : Construction of libraries at all 159 Panchayat Bhawan, at all 12 Block headquarter and 2 new mega libraries at district level. Availability of the Bharatnet Broadband in each Panchayat Bhawan ensures digital library facility for remote areas children utilising this facility. Facility of GD rooms and computer room along with Wifi facilities at Block level Library ensures all in one infrastructure for candidates preparing for competitive examinations.



5. **Education Infrastructure** : All Secondary & Senior secondary schools provided with IT classroom, Smart Class setup & Laboratory setup. The attendance and interest of student regarding classes have gone up many times. Also to ensure safety and security , all post-middle school are being provided with Boundary facility and all the Residential schools have been provided with Solar Street Lights and Solar High Mast Light ( it has helped the KGBV girl students the most).
6. **Learning Outcome Gap filling** : Padhna Likhna Abhiyaan focused on bridging the learning gap among primary students. Pilot project among 9680 students of Gumla Sadar block gave 62% improvement as the result in the gap filling of learning among students belonging to Class 1-5.
7. **Skill Development** : Every Household of the district was surveyed to identify Bamboo-craft Families resulting in 1153 such household identification. They were grouped into 8 clusters, all of which were facilitated with one **Bamboo-craft Development Centre** wherein craft-person can manufacture and store bamboo related products. Also, each family were provided with a well-designed Toolkit Bag for faster production with better finishing. It resulted in more than twice the income for each family with this traditional practice. Administration is planning to enhance the cluster development centre to more decentralised points for strengthening upon success story in an even more accelerated pace. PVTG and Tana Bhagat community families were added to the modern skill development through **Kalyan Gurukul** setup wherein youth having qualification from 5th fail to 12th Pass can be enrolled. 107 such youth from these vulnerable families were given 3 months certified course and an assured employment with an initial salary of more than 14,500 per month.



8. **Sports Infrastructure:** Construction of state-of-art **Indoor Stadium** at all 3 Sub-Division HQ & 1 football ground each in all Gram Panchayats. 11 **open gym** installed for healthy lifestyle & wellness. Existence of such facilities at one point resulted in big success. One such example is of the shift of Football Residential centre for girls to the campus of Indoor stadium complex wherein facilities such as sports bank, open gym, solar backup electricity etc. and continuous focused training resulted in 3 trainees selection in the National Junior Women Football Team within 6 months itself.
9. **Sports Equipment Bank :** It has ensured that talented poor youths are honing skills in their sports with best of the equipment with no out of the pocket expenditure. It also helped in organising tournaments at no cost for poor talented youths or students.
10. **Community Mobilisation :** More than 300 SHGs of Basic Block formed cluster for Poultry and egg related activity from the support given in supply related to animal husbandry and layered poultry shed construction. The is all women cluster sells around 91000 eggs on a daily basis and has an annual turnover of more than 12 crores.

Another successful community mobilisation story is of the Dhansingh Reservoir wherein construction of reservoir resulted in displacement of nearby 3 village and also, the existence of left wing extremism added to the severity of situation. The focused intervention of administration in providing hope to fishing community of this area along with technical support of Fisheries college, Gumla resulted in community mobilisation for a better livelihood. Now, this reservoir supports 5 SHGs and a Fisherman Cooperative Society which engages more than 400 families of all 3 villages. The model cage aquaculture consists of 48 cages producing 240 MT Tilapia fish in a fish cultivation cycle of 8 months resulting in a profit of more than a crore for these fisherman families bringing prosperity and a confidence as well as faith wherein, they decided to freeze the earning for next fishing cycle feed and seed related cost.



11. **Digital Asset Register** for real time project monitoring and evaluation of ongoing and finished schemes. Also, it has identified duplicity of project approval and/or funding of projects through different departments at the same site helping in saving government funds.
12. To sum up, the holistic development in a saturation mode has prepared a platform for Gumla to transform from being an Aspirational district to become an Inspirational district by 2024.

# National COVID-19 Vaccination Programme

## Key Aspects of the National COVID-19 Vaccination Programme:

- 1. Governance Structure:** A multi-level institutional mechanism for governance was defined encompassing various expert bodies that focused on aspects of pandemic response such as vaccine development, planning for vaccine administration, utilization of technology including information technology, vaccine safety surveillance etc. A robust monitoring system was established through the State Steering Committee, Task Forces (State/District/Block/Urban). The structured governance helped efficient planning, scientific and evidence-based decision-making including prioritization of beneficiaries and the successful implementation of the programme.
- 2. 'Just-in-Time' approach for Supply Chain & Logistics Management:** The robust supply chain mechanism was based on pro-rata consumption by States/UTs. Vaccine wastage was minimized through proper microplanning, regular reviews alongwith cross-learnings among States/UTs ensuring efficient utilization of each dose of vaccine. To ensure the last mile availability of vaccines under the critical circumstances of the pandemic, alternate vaccine delivery mechanisms such as use of helicopters, drones, boats, camels, etc. were also utilized.
- 3. Use of cutting-edge Technology:** India pioneered in leveraging digital capabilities by the development of CoWIN (Winning over Covid) platform for facilitating a smooth vaccination roll-out. It enabled real time monitoring of status of vaccination drive, vaccine availability and utilization. It facilitated the beneficiaries in self-registration, advance booking of vaccination appointments as per each person's preferences for the choice of vaccination centre, vaccination time slots and vaccine type, grievance redressal mechanism, availability of QR based individual digital certificates. CoWIN was further integrated with the existing technology platforms viz Electronic Vaccine Intelligence



4. Network (eVIN) and SAFEVAC for real-time monitoring of vaccine stocks alongwith their storage temperature and reporting of adverse events following immunization (AEFI), respectively.
5. **Comprehensive Communication Strategy:** Effectively addressed vaccine hesitancy and vaccine eagerness with real-time dissemination of factual and complete information while addressing the queries of the beneficiaries in a transparent manner and allayed misinformation to build and sustain vaccine confidence due to the infodemic.
6. **Equitable Vaccine Administration:** Equitable access to COVID-19 vaccine to all citizens under the spirit of '*Sabko vaccine, muft vaccine*' was ensured through various strategic interventions such as 'Near-to-Home' Vaccination for the elderly, bed-ridden and differently-abled, Flexi-timing vaccination centres and Workplace Vaccination for the daily-waged/working population, School-based vaccination to cover children aged 12-18 years, Mobile vaccination teams to reach the unreached, special vaccination sessions for covering vulnerable groups along with the persons without identity cards etc.

Innovative campaigns such as 'Har Ghar Dastak Teekakaran Abhiyaan' and 'COVID Vaccination Amrit Mahotsava' were conducted to cover the missed-out and dropped-out beneficiaries through door to door vaccination and organized camps at various locations such as routes of public and private offices, religious yatra's, industrial establishments etc,

**5 Key Impacts of the National COVID-19 Vaccination Programme:**

1. 221 crore (2.21 Billion) vaccine doses administered across India. This is 17% of the total covid vaccine doses administered across the world i.e 13.34 Billion. 97% of eligible population (aged  $\geq 12$  years) of India covered with atleast the first dose and 90% with both the doses.
2. First 100 crore doses (1 Billion doses) administered in 9 months and the next 100 crore doses (2 Billion doses landmark) administered in the next 9 months.
3. Vaccination has effectively contributed towards significant reduction in Covid cases across the country. This has increased the confidence of the public towards the Vaccination Programme in specific and the public health system of India in general.
4. Each dose administered and every vaccination event digitally recorded on Co-WIN (Winning over Covid) and individual QR based certificates generated. Digi-Locker integrated with Co-WIN for data retrieval & storing the vaccination certificate. Temperature of vaccines maintained between  $+2^{\circ}$  C to  $+8^{\circ}$  C through e-VIN (Electronic Vaccine Intelligence Network) at all times.
5. Inter-Sectoral Coordination translated into efficient and synergistic actions towards mitigating the effects of the pandemic. Further, the spirit of '*Jan Bhagidari*' (people's participation), leveraged the collective strength of people and massively contributed towards the unprecedented scale-up of the vaccination programme in the country.

## PM GatiShakti National Master Plan

PM GatiShakti is a transformative approach for integrated and holistic planning across concerned Ministries/Departments to improve multimodal connectivity, logistics efficiency and address critical gaps for seamless movement of people and goods, with focus on minimizing disruptions and ensuring timely completion of works.

### Objective:

The primary objective of PM GatiShakti-NMP is to create a comprehensive and integrated logistics ecosystem in India. The initiative aims to achieve this by modernizing the existing infrastructure, integrating various modes of transportation, and leveraging technology to enable seamless movement of goods across the country. The initiative aims to improve the efficiency and reliability of the logistics sector, reduce transportation costs, and improve the overall competitiveness of Indian industries.



### Key Aspects of PM GatiShakti National Master Plan

- ❖ Integrated and holistic planning approach and addressing last mile connectivity
- ❖ Comprehensive and optimized planning – Visualization of infrastructure layers, social assets, upcoming projects on one platform.
- ❖ Technology and Data based decision making
- ❖ Whole of Government Approach- synchronisation at planning stage, minimising approach/clearances.
- ❖ Cooperative federalism – Institutional mechanism integrated at Central and State level.

**How it was achieved:**

There are two key levers of PM GatiShakti NMP – (i) Institutional Framework and (ii) GIS-data based

**National Master Plan platform**

To create a robust monitoring mechanism for the development and implementation an institutional framework has been established. It includes an apex body - an Empowered Group of Secretaries (EGoS); an integrated Multimodal Network Planning Group (NPG) with representation from connectivity infrastructure Ministries/Departments and a Technical Support Unit (TSU).

To foster and implement the PM GatiShakti framework at the federal level, each State of India has also replicated the institutional mechanism of EGoS, NPG, and TSU at the State-level to look at 'integration challenges' pertaining to infrastructure and logistics networks within their respective States.

Secondly, PM GatiShakti National Master Plan (NMP) is a technology backed infrastructure development platform on Pan-India level - GIS based / data-based decision support system for integrated planning, synchronized implementation, and project monitoring. It is an integrated platform where all the economic zones and their multimodal connectivity infrastructure are depicted, along with physical linkages to promote comprehensive and integrated multimodal national network of transportation and logistics to create efficiency gains and avenues for further developments, value addition and creating employment opportunities.

GIS based interface consists of data layers of different ministries. These layers are vital to plan any infrastructure. Examples of data layers include forest, road network, river and waterway network, railways, revenue maps, etc. Any State Government/Central Ministry, while planning their investment in any economic activity like Textile Park, fishing cluster, agro-processing centers etc., can know beforehand the status of current multimodal connectivity like proximity to highways, airports, rail, ports, etc. for making informed decisions. In addition, Ministries are using NMP to prioritize infrastructure augmentation and new developments for ensuring last mile connectivity in a certain defined time frame.

### Outcome or Impact

PM GatiShakti is expected to improve logistics efficiency, optimize modal shift, reduce transportation costs, which will ultimately benefit the end consumer. The reduction in logistics costs is also expected to have a positive impact on the competitiveness of Indian industries, which will lead to job creation and economic growth. It has below key impacts:

**Reduction in time taken in DPR Preparation:** First draft of Alignment can be made quickly in matter of days as simultaneous visualization of all relevant details are available on the platform. As a result, DPRs are getting ready in 2-3 months (including ground truthing) which used to take 6-8 months. Example, Using NMP, Ministry of Railways got 405 final location survey sanctioned in FY '22 compared to 57 in FY '22.



**Optimized Planning:** Saving time over run due to (i) clear visibility of clearances required such as forest, archaeology etc, which are either avoided or minimized; (ii) integration with industrial clusters, economic nodes, (production centre, market etc.), planned infrastructure is possible. First mile and last mile connectivity analysis can be done which helps in infrastructure gap identifications. Using the NMP, 156 Infrastructure Gaps (infra gaps) relating to first and last mile connectivity issues of major sectors of the economy, such as, Coal, Steel, Fertilizer, Ports, Food and Public Distribution, etc., have been identified.

**Faster and cost-efficient implementation:** Land Acquisition proposals, in cases Revenue maps are integrated, can be made ready in matter of days. Earlier, it used to take 3-6 months (say, for a road of 300km). A tool for land parcel valuation have also been developed, facilitating cost estimations more accurately. Land Acquisition for a gas pipeline or cable can be avoided if already done for another sector like road transport. So far, 45 Network Planning Group (NPG) meetings have been held, wherein 72 Projects have been evaluated (MoR-27, MoRTH-25, MoPNG-4, NICDC-5, MoHUA-8, MoPSW-2, MNRE-1) worth Rs. 5.08 lakh crore.

**Reduction in project pendency:** Infrastructure projects of different Central Ministries and States are monitored on the Project Monitoring Group (PMG) Mechanism under PM GatiShakti. The PMG mechanism facilitates inter-department meetings for speedy resolution of issues and monitors projects against pre-mentioned milestones. This has significantly reduced time and cost overruns. Since the launch of PM GatiShakti, 2029 issues have been resolved in 516 projects worth Rs. 18.5 lakh crores.

**Benefits to Citizens and economy:**

- Seamless movement of goods and people, hence, greater ease of living
- Minimized Disruptions, Reduced cost and Time overruns
- Reduced cost and less time to reach Consumers
- Better realization of Agricultural produce for Farmers
- Increased employment opportunities
- Increased competitiveness of the product & Market Share for Businesses
- Reduced cost of Internal & EXIM trade
- Increased Efficiency of Domestic & Global Supply Chains and Value Chains.

## Mission Youth: Jammu & Kashmir

Jammu and Kashmir, the northernmost UT of India, is known for its scenic beauty, rich culture, and strategic importance in the region. The Union Territory is a great tourist destination with Picturesque and enchanting valleys cradled high in the lofty green Himalayas and hailed all over the world for incredible natural beauty. On one side, Kashmir is crisscrossed by chinar tree-lined roads and quaint wooden bridges; and is home to bustling bazaars, sufi shrines and forts. In winter, Kashmir takes on a white glow, covered in soft snow and skiers making a beeline for its famous slopes. On other side, Jammu lies on the banks of the pristine Tapi river. It is dotted with hundreds of temples including world famous Hindu pilgrimage of Shri Mata Vaishno Devi, which is located nearby, to scores of religious structures set in picturesque surroundings, soak in spiritual vibes.



However, the region has been plagued by social unrest and economic underdevelopment under a socio-political set up full of partisan and partiality. Absence of a platform to channelize their energies and offer them opportunities was a major factor leading to youth alienation. After the constitutional changes of 2019, the Government of Jammu and Kashmir analysed the youth aspiration landscape to offer corresponding opportunities in a systematic, transparent and prompt manner.

Finally, a novel initiative- MISSION YOUTH was conceived in 2020 for engagement & positive transformation of youth of J&K involving synchronization of efforts, convergence of resources and bringing the interests of youth to the centre of policy making. The vision was to transform the youth of J&K into ambassadors of peace and prosperity. . Mission Youth is an ambitious program aimed to provide a vibrant medium for youth engagement & empowerment. Stakeholder consultation and inclusive participation remained hallmark of the initiative from the very commencement of the initiative and the top leadership of the Country remained closely associated with the project at every contour.

Driven by vision of youth empowerment, a number customized livelihood generation programs including Mumkin, Spurring Entrepreneurship Initiative and Rise Together are being implemented under Mission Youth for ensuring a dignified & sustainable livelihood means for the youth. More than 70,000 young boys and girls stand facilitated so far to establish sustainable livelihood means in various economic sectors including Transport, Agriculture, Livestock, Retail, Manufacturing and IT sectors.

In line with the nation's commitment towards women, a specially tailored program 'Tejaswini' was conceived and is being implemented in targeted manner to accelerate empowerment of young women of J&K by providing them an opportunity to establish a sustainable livelihood line in various high potential economic Sectors. A reassuring number of more of than 6000 young girls were provided with systematic assistance under the initiative for their economic independence and empowerment.

Likewise, with an intention to enhance skill & employability of the youth, Mission Youth has partnered with reputed institutions/ organizations of the country including BSE Institute, ICICI Foundation and Ashok Leyland and is starting skill development courses in various upcoming high employability sectors like BFSI etc. Besides, two Centre of Excellence in Automobile sector at two locations, one each in Kashmir and Jammu region are scheduled to commence operations shortly.



Under this initiative, more than 20000 youth have been provided with market-driven skilling trainings and systematic facilitations for starting their professional career in high potential emerging domains including BFSI, Artificial Intelligence and Data Sciences. Apart from skilling initiative, another special initiative is also being implemented in J&K under which youth of J&K are being provided with special training to prepare them for joining armed services of the country. During previous year, about 500 youth cracked various recruitment tests for armed services including IAF and BSF recruitment tests.

Mission Youth also sponsors coaching for professional competitive examinations including UPSC & SSC examinations under the program Parvaaz. During first year of implementation, 1300 young boys & girls, including 330 children of the martyrs, were provided with free coaching for UPSC, JKPS, NEET and JEE examinations. Mission Youth is also committed to make the youth engagement & outreach initiatives all inclusive. In this direction, Mission Youth has launched Super 75 & SuperB 75 scholarship schemes. Under these programs, financial support to the extent of ₹ 1 lakh is provided to 150 meritorious boys & girls (75 each) belonging to marginalized sections of the society for pursuing post-graduation and higher course.

Recreational activities and sports break down the barriers and build bridges where boundaries usually exist. Sports have the ability to create a feeling of inclusion in society regardless of age, gender, religion, ethnicity or socio-economic status.

In this direction, Mission Youth has launched a programmed drive for providing wide range of recreational and sports facilities for youth of J&K aimed for positive socialization, enhanced social

recognition and self-confidence. During first year of implementation, more than 50,000 youth were provided with the opportunity to participate in various sports activities including Hon'ble Lieutenant Governor's Rolling Trophy. More than 100000 youth were also engaged directly through various recreational programs including youth festivals, theme-based festivals and cultural events.

A disheartening proportion of youth population of J&K are exposed or at the risk of being exposed to socio-political disturbances, drug addiction, violence and other such unconstructive adversities. Mission Youth has launched an ambitious program for positive youth engagement at gross root level. Under the initiative of Youth Volunteer Program, more than 5000 Youth Clubs, with an active membership base of more than 1.5 Lakh youth, have been constituted in every Panchayat / urban ward of J&K. These clubs, through structured activities, are primarily aimed to present a safe youth-appealing environment with manifestation of hope, security and aspirations of the youth and are planned to offer a first of kind initiative in a supervised environment covering four fundamental contours of youth engagement & empowerment viz. Inform, Inspire, Interact & Innovate. Over the past 2 years, these youth volunteers also actively involved in De-radicalization, De-addiction, social integration and other community oriented initiatives of the Government.



Mission Youth, with its unambiguous vision & strategy, envisions reaching and engaging over 1 Million young souls of Jammu & Kashmir within next five years and making possible for them to be actually a propelling force for socio-economic transformation of Jammu & Kashmir. Not denying, the vision is challenging enough since it demands not only to plug-off existent fault-lines but also to address emerging issues. And to achieve what is being aspired, will not just happen; it demands unparalleled hard work, sincerity and dedication from all stakeholders. With the unparalleled support being provided by the Central and J&K Government, Mission Youth is assertive to steer the youth of J&K towards the arena of hope & serenity, and will make Jammu & Kashmir to provide a lead to entire country in the domain of youth engagement & positive benefaction.

In last two years Mission Youth has emerged as an institution to reckon with. Providing support for initiatives ranging from education, skilling, entrepreneurship to sports, placements and voluntary activities the Mission Youth is offering a 360-degree holistic solution basket for all the needs of youth. Transparency and Promptness are the hallmark of Mission Youth. The entire process flow from application under scheme, it's administrative processing, consideration and approvals by the competent authorities or institutions, sanctions and every step till culmination of the request or establishment of the project is completely online and offering open access both for applicant and the real-time monitoring by the concerned authorities in the line-of-action. Decision making has been made uniquely prompt at all levels--- the Governing Body headed by the Lieutenant Governor has the Chief Secretary and all the departmental Secretaries for according approval to convergence related proposals involving administrative and financial commitments. The Chief Executive Officer, an officer of the rank of Secretary to Government, is empowered to take key administrative and policy decisions required for prompt redressal of issues related to youth aspirations. An inter-departmental Executive Committee headed by the Chief Executive Officer regularly meets for functional coordination and real-time progress on youth demands under various schemes. The District Level Task Force under Mission Youth headed by the District Magistrate provides an empowered implementation framework which is under regular review.

Use of technology is hallmark of the project wherein portals, apps, online services, IVRS call centres for grievance redressal and various other technological platforms have made things easier, transparent and prompt.



Mission Youth has established the largest youth network involving 500 thousand youth having enrolled and volunteered as Youth Volunteer members of the village level youth clubs which are 5000 in number. The Youth Clubs are working as engines of social change, acting also as a bridge between government and the people, making efforts for effective and constructive youth engagement and carrying out a host of voluntary activities which is a major factor leading to involvement of youth in peace and development in Jammu and Kashmir. Mission Youth provides grant-in-aid to the Youth Clubs for the functional activities.

## State Organ and Tissue Transplant Organization (SOTTO), Gujarat

With the rising burden of non-communicable diseases, there is a rising number of patients who suffer from irreversible organ ailments involving the Kidneys, Liver, Heart. Their outcome can be improved with the opportunity of organ transplant surgery. However, only 2-3% receive such lifesaving transplants and more than 5 lakh die due to a lack of organ donations. To bridge this gap, the state developed a cadaver transplant programme in 2005 and further strengthened it by augmenting the entire ecosystem in 2019 with the establishment of SOTTO Gujarat.



## Key Aspects

- **PREDOMINANCE OF PUBLIC SECTOR HOSPITALS IN CADAVER TRANSPLANTS :-** Public sector hospitals have been playing a pivotal role in organ donation/retrieval and cadaveric transplants. Gujarat has ensured world-class facilities at its NABH accredited public sector institutes of excellence – IKDRC & UNMICRC. Gujarat is the only state to conduct Cardiac Transplants in the public sector and over 570 Robotic Kidney Transplantations in the government setup.
- **EQUITABLE CARE WITH AFFIRMATIVE DISCRETION:-** Gujarat leads in Cadaveric Organ Donation & Transplants in the Public sector through a strong ecosystem, with SOTTO Gujarat at its pivot, to ensure that the most underprivileged have access to otherwise prohibitively expensive life-saving transplant services along with provisions to prioritize the vulnerable (women & children).
- **SENSITIVITY & INCLUSIVE APPROACH:-** Public financing mechanisms and enabling policy environment help to ensure affordability of transplant services, which is almost free of cost to the poor; through initiatives like including transplantation in PMJAY-MA, free transplants for children under RBSK-School Health, CSR support & Philanthropic Donations & at one-third the cost of the private sector for paying patients.
- **TRANSPARENCY:-** Gujarat Network for Cadaver Organ Sharing (GNCOS) has been created for sharing of cadaver organs. In accordance with the prescribed guidelines and mandated parameters, Software based Organ allocation is done as per the medical severity of the disease and based on the best matching of the organs, irrespective of the financial status of the patients. Donation & Transplantation data is made available in the public domain.
- **INTEGRATION OF SERVICE, EDUCATION & RESEARCH:-** The state has set up the Gujarat University of Transplantation Sciences (GUTS), the World's First & Only University for Transplantation and Allied Sciences established in 2015 for providing medical care, medical - paramedical academic and research facilities. Through various dedicated courses related to Transplantation, medical and paramedical HR with the necessary skills are made available. This enables the sustainability, efficiency, and effectiveness of the Infrastructure.
- **COMPREHENSIVE & SCIENTIFIC: -** Gujarat Deceased Donor Organ and Tissue Transplantation (G-DOT) guidelines have laid down detailed scientific criteria for scoring and organ allocation that ensures best matching, optimal utilization of donated organs, and effective long-term outcomes.



### Key Impacts

- **Social Impact:** Ensuring access to state of art lifesaving transplant services for marginalized and vulnerable populations. The number of cadaver kidney transplants in Women and Children increased more than Two-fold since the establishment of SOTTO.
- **Medical Impact:** Increase in the number of Cadaver Organ donations and transplants leading to a paradigm shift in favour of Cadaver transplants with the Live : Cadaver ratio improving from 4:1 (1997-2018) to 2.5:1 (2019-2022). The ratio in Public sector hospitals is 1.5:1.
- **Public Health Impact:** Universal Health Coverage which includes availability, accessibility, and affordability of high-end lifesaving medical care. Public sector hospitals leading in retrieval (42%) as well as cadaveric transplants (68%).
- **Economic Impact:** Otherwise prohibitively expensive treatment, is made affordable and even provided free of cost to the needy through the convergence of various schemes and funding mechanisms. 2369 transplants done under the PMJAY-MA scheme and 254 under RBSK School Health.
- **Overall:** Effective state of art care, available and accessible to all, saving countless lives, especially the marginalized ones. Latest technology at public sector hospitals has enabled 5 Cardiac transplants and 570 Robotic kidney transplants.

# Rehabilitation Programme for Bootleggers in Solapur, Maharashtra

Operation Parivartan is an epitomic movement initiated to transform the lives of the people of the Solapur district of Maharashtra who were involved in the illegal liquor trade by providing them alternate means of livelihood. The people involved in the production, sale and distribution of liquor have been motivated to change their businesses, encouraged to start a new one, and were given helping hand by providing financial assistance. Stopping the liquor trade was the challenging task for the police department. Several attempts were made to stop the illicit liquor trade in the past but failed due to the reluctance of the people. *Operation Parivartan* played a vital role in revitalizing them to start a new life full of respect, dignity, pride, satisfaction, and happiness.

## 1. Introduction:

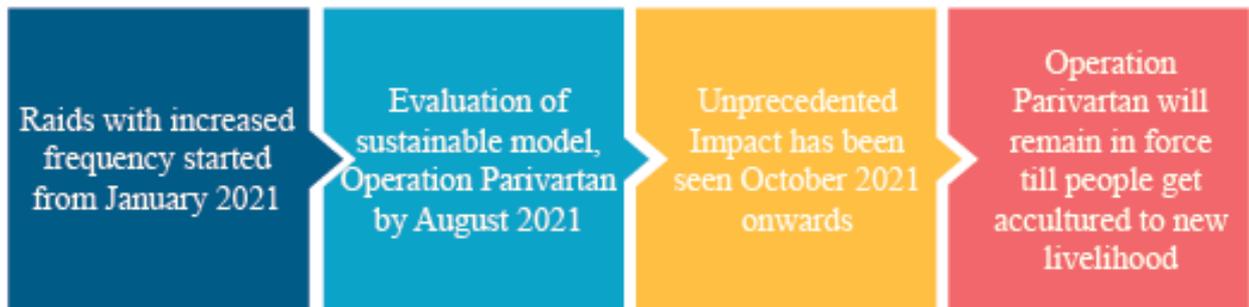
Solapur is one of the largest districts of Maharashtra. It consists of eleven tehsils. Solapur shares a border with the Karnataka state. The problem of illicit liquor/illicit liquor dens (tandas) is critical in Solapur and has been prevalent since pre-independence. The handmade hazardous illicit liquor manufactured in dens has not only killed many people in previous incidents because of poisonous characteristics but also has come forward as the cause of social tensions and domestic violence in the various parts of the country as well as the state. The geographic location of the Solapur is conducive to the transportation of raw material and manufactured liquor as well as hiding purposes to the neighbouring state in wake of police action, making the problem complex in nature.

### 1.1 Illicit Liquor-

Illicit liquor in this context is a handmade country liquor manufactured in dens which is hazardous to health and consumed mostly by low-income groups. It is alcohol produced in an uncontrolled environment such as an open field or at home with low or zero safety standards that is intended for purposes of sale, without any authorization. This liquor can lead someone to death and it can also give rise to many diseases related to the liver.

## 1.2. Identification of the Problem:

### Timeline of Operation Parivartan



The issue of illicit country liquor in Solapur which has been a matter of worry and a top priority of Solapur Rural Police for many years hence raiding these dens remained a regular agenda of the police department. It was observed in July 2021 that even after an increased number of police raids, the problem of illicit liquor in Solapur was far away from success. Solapur Rural Police decided to evolve an alternative and sustainable strategy. Firstly, identifying the problem which is underlying the issue of illicit liquor was a major concern.



Solapur Rural Police realised that these historically marginalized communities involved in business hardly have any knowledge about alternative livelihood or the mind-set of switching to an alternative after a lot of brainstorming. The police or excise department action was restricted to raids and destroying, and seizing of liquor. The police also realised the fact that even after the periodic police raids, a longer frequency of raids kept this business profitable to people. These two crucial realisations i.e. necessity of rehabilitation of the people and finding out the modus of operation to make the business unprofitable for involved people led to the conceptualisation of 'Operation Parivartan'.

### **1.3. Aims and Objectives of the Initiative:**

- To stop the production of illicit liquor completely on a sustainable basis and prevent the mishaps like mass poisoning and casualties on a proactive basis.
- To reduce the criminal incidents, social conflicts, and domestic violence associated with illicit liquor.
- To ensure alternative, sustainable and dignified livelihoods for marginalized people involved in the business of illicit liquor and to bring the marginalized communities bearing a social tag of criminal in the mainstream
- To create an amiable atmosphere between the police and the community.

### **1.4. Significance of the Initiative:**

As the illicit liquor trade is a blot for the society, the police department intended to stop it permanently. Taking into account the integrated approach the entire team of Solapur Rural Police has undertaken this initiative. This initiative has helped the people involved in illegal activities to adopt the new legal activity for the sake of their bread and butter. Almost 90% of families have adopted legal businesses like start-ups, skilled and unskilled labour, agriculture, etc.

### **2.1. Evolution of Operation Parivartan:**

Operation Parivartan began in August 2021 with an integrated approach. Though it was a continuation of targeted police action against illicit liquor started in January 2021, it became an initiative with an integrated approach for solving the problem of illicit liquor permanently. Three more components

have been added to the 'action'- a traditional single component of the operation. 'Operation Parivartan' now consisted of four components.

- A) Regular and frequent Action/Raids
- B) Counselling
- C) Rehabilitation
- D) Awareness among its addicts, an integrated approach to solving the problem of illicit liquor.

### **2.1: The Integrated approach of Operation Parivartan**

The above diagram shows the four stages of Operation Parivartan like Action, Counselling, Rehabilitation, and Awareness. The team could achieve success with the help of the four stages mentioned in the diagram.

The police department spent considerable time in planning 'Operation Parivartan and bringing clarity to the police force towards the new approach through their training. Formal circulars were circulated to all the police stations of Solapur Rural District for better clarity to the team involved in the initiative, which consisted of details of the initiative. Given below are the details:

#### **2.1.1. Regular and frequent Action/RAID**

Firstly, 56 hotspots of manufacturing and 102 hotspots of the sale of illicit liquor were identified. These hotspots (Locations) were distributed among police officers of the respective jurisdiction; dedicated responsibility was given to the concerned officer. The time interval between raids was reduced from 15 days to 3 days. This action of the police made the business unprofitable for the people involved in the illicit liquor.

#### **2.1.2. Counselling of involved people**

Previously, it was found out that only action (raid) couldn't solve the problem, therefore the police took untiring efforts to change the mindset of the people towards alternative livelihoods. The data of the people involved in the production, distribution, and sale of this illicit liquor was collected, the information forms contained basic information like family background, monthly income, education, skills, etc. In this way data from 586 families were gathered, based on which the strategy of counselling was formed.



Around 3000 counselling sessions were conducted with involved people and their families where they have been motivated to pursue an alternative livelihood by giving all the necessary information in presence of people from all walks of life, e.g. Government officers, social workers, small vendors, entrepreneurs, skilled/semi-skilled/unskilled labourers, etc. The focus of counselling sessions was to change the mindset of people and build trust among them.

### **2.1.3. Rehabilitation:**

Rehabilitation of families is a noteworthy and progressive step taken by the Solapur Rural police. Instead of taking just actions and filing FIRs against people involved in illicit liquor, the police went a step ahead thinking out of the box. Solapur Police could help 714 families in shifting to alternative livelihoods like grocery, tea shops, food joints, unskilled/semi-skilled/skilled labours, agriculture, or animal husbandry.

The project has brought a revival in the lives of these families by facilitating the ladies for stitching and embroidery training sessions and helping them with the new business. The stitching training was imparted to 41 women with the help of Udyog Mahamandal through MITCON. Out of which 30 ladies decided to make sewing their profession.

Industrial sewing machines were made available to them through loans from Lead Bank. Companies like Apex Garments and Jay Garments came forward to give them initial orders. The workplace was made available through the CSR of Balaji amines. The women who used to produce illicit liquor are now busy in manufacturing shirts, school uniforms, aprons and several other products. They have proudly named their small unit “ Parivartan Udyog Samuh”.



The Success of Parivartan Udyog Samuh motivated the team of Solapur R police to take a further step. Banjara ladies have embroidery skills and they prepare their traditional costumes on their own. As it is regularly worn by only old ladies from the family or only on festivals, it didn't have market. After several discussions, the concept of a new version of the old embroidery skill came up. The team decided to give the traditional weaving skills a modern outlook. KKSSP Pune took many efforts in this regard. Around 40 sessions of 2 hours each were

conducted in various villages/ Tandas and around 300 women were trained. After training, they were motivated to make products like embroidery sarees, blouses, jackets, kurtis, dupattas, cushion handwork, jewellerys, decorative items, wall hangings, etc. The capital required for raw material was made available through a Government scheme called “Umed”An exhibition was arranged at Solapur R headquarters to introduce these products to the market. Going one step ahead the team is now trying to provide online platforms for their products. Recently their products are introduced on Flipkart with the brand name “Gormati Art”. At present 215 women are actively involved and are getting benefitted.

#### **2.1.4. Awareness among its addicts:**

Awareness is the last component of the integrated approach. Awareness drives have been organised for the people who consume this illicit liquor to convince them not to consume this poisonous liquor. This was intended to reduce the demand side of the problem, by discussing the ill effects it has on the human brain and body.

### **3. Outcomes of Operation Parivartan:**

- Succeeded in stopping the production of illicit liquor by 75-80 %. It proved to be an honest proactive approach to prevent the mishaps like mass poisoning/hooch deaths.
- Reduced the criminal incidents, social conflicts, and domestic violence associated with illicit liquor. Considerable decrease is seen in body offences in year 2022 as compared to concurrent period of year 2021. The number of total body offenses registered till September 2021 is 2270, it has come down to 2152 in year 2022 for the concurrent period. It shows reduction in body offences by 5.19 %. If crime against women is seen separately, it has come down from 528 in 2021 to 485 in year 2022. This shows decrease in women related crime by 8.14%.
- Facilitated alternative, sustainable and dignified livelihoods for marginalized people involved in the business of illicit liquor.
- Achieved success in bringing the marginalized communities bearing a social tag of criminal in the mainstream. Succeeded in transforming the lives of illicit liquor traders to dignified labourers. 714 families are rehabilitated till date. The people who were involved in illegal trade are engaged in different skills now. The hands which were producing liquor are manufacturing different products.
- This initiative has helped in improving the relations between the police and citizens. People appreciated the attempts by police for positive change in community. As a result, the reduction in incidences of police-public conflicts is seen in year 2022. The crime under section 353 IPC: Assault or criminal force to deter public servant from discharge of his duty is decreased from 115 in year 2021 to 72 in year 2022. This shows the decrease in this particular crime head by 37.39%.

**Conclusion:** The paper concludes that clear intentions lead to clear results. Operation Parivartan was started for the complete eradication of illicit liquor through the rehabilitation of people involved in it through different stages. The figures indicate that it has got clear results with the help of the untiring and exceptional efforts of the entire police department. The project has proved that dedicated efforts can bring revolution into society. Government organizations can go beyond the routine way of working and transform the lives of the people through such initiatives. Operation Parivartan is an innovative, sustainable and replicable model and could be adapted for solving problems of various nature by making relevant minor changes to it. The people involved in the illegal business are now actively involved in the legal one and this is the achievement of the epitomic movement Operation Parivartan.

## Strengthening Nutritional Delivery System In Rampur, Uttar Pradesh

Hon'ble Prime Minister has launched POSHAN ABHIYAN (Prime Minister's Overarching Scheme for Holistic Nutrition) to address the challenge of malnutrition in a mission-mode in 2018. With regards to agricultural sector, Hon'ble PM shared his vision on doubling farmers income in a time bound manner.

With a special Focus to achieve the above objectives , "Project Sanvardhan" was launched by Rampur district administration as an integrated nutrition support program to strengthen the system of nutritional delivery, its outreach and outcomes with focus on developing sustainable practices that nurture health, wellness and immunity to combat disease and malnutrition. The project aims to increase the income levels of farmers /FPOs by following the motto 'Vocal for Local'. This initiative also aims to strengthen the component of Jan Bhagidari (public participation) and make it an integral part of transparent and accountable governance.



It is crucial to break the inter-generational cycle of malnutrition (The cycle starts from the womb of a malnourished mother giving birth to a malnourished child who later becomes a malnourished parent /mother).

In view of the above, the targeted beneficiaries of the project are Malnourished Children, Pregnant Women, Lactating Mother and Adolescent Girls.

Detailed Survey of dietary habits of children and subsequent meetings were conducted with Nutritional Experts, Doctors, Ayush team, Dietician, and Farmers to derive a customised “Poshan kit” comprising of organic and natural products (Organic Honey, Flax Seeds ,Sesame, A-2 Ghee, Oyster Mushroom, Corn, Amla ,Dry Fruits, Black Wheat, Moringa, Coarse Grains,etc ) with help of Local FPOs. Quality control of Products is assured as these are duly certified by NABL and FSSAI.

Especial focus was given to the taste and presentation of the food item keeping in mind the food preferences of the target group.

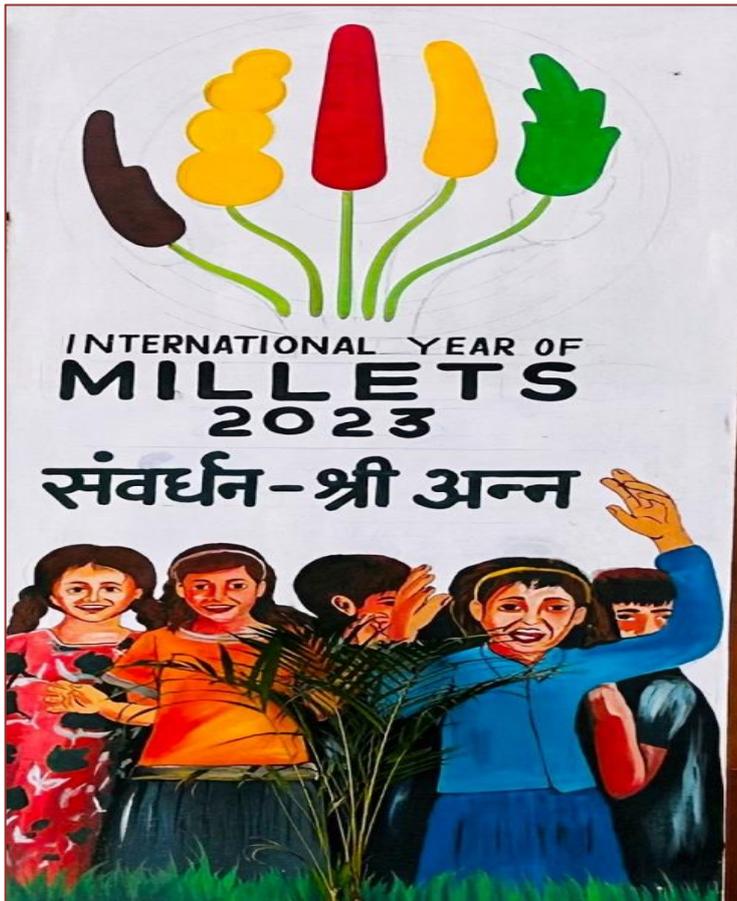


**TABLE OF POSHAN KIT PRODUCTS**

Sr. no	Item	Ingredients	Role
1	Sanvardhan Organic Amla Ladoo	Amla, Organic Jaggery, Black Pepper, Salt, Cardamom	Boost immunity system, improve digestion, energy booster for pregnant women (rich source of Chromium and Copper)
2	Sanvardhan Mushroom Soup	Oyster Mushroom, Corn Starch, Onion, Garlic and Ginger Powder, Oregano, Ajwaine and Salt	Strengthens bones, sharpens nervous system (Rich source of Beta gluconic, niacin, riboflavin & pentathonic acid)
3	Sanvardhan Organic Honey	Pure Honey	Controls coughing, anti-oxidants, lowers blood sugar level, internal wound healing
4	Sanvardhan Multi Grain Cookies	Black Wheat Flour, Honey, Millets Flour, Coconut, Almonds, Cinnamon, Egg, Glucose and Oats	High in antioxidants that help deal with conditions of anxiety, depression and insomnia, non-dairy source of rich Calcium, dilutes toxins, protects from asthma, rich source of Protein
5	Sanvardhan Amla Triphla juice	Amla, Triphla, Zeera, Black Salt, Moringa	Rich in Iron and Vit. A, Vit. C, helps in constipation
6	Sanvardhan Super Food Supplement	Black Wheat Flour, Gram Flour, Melon Seed, Fox Nut, Dates, Almond, Sesame, Resin, Fennel Seed, Moringa Powder, Ginger Powder, Black Pepper, Ajwaine, A-2 Cow Ghee	Rich source of protein and calcium, Enhance the Immune System, Boost Energy, Protects Aging Skin, contains natural zinc and iron.
7	Sanvardhan Moringa Mix Supplement	Black Wheat Porridge, Soyabean, Flex Seed, Turmeric, Moringa Dry Leaves, Cow Ghee	Rich in calcium and protein, protects kidney & liver, helps in stress control, good source of Omega acid

**B) Jan-Bhagidari: A story of transition from “Jan Bhagidari” to “Jan Andolan.”**

A critical part of the programme has been to mobilize communities at the grassroots to combat misinformation and bring about behaviour change by organising regular Community Based Events (such as Poshan Rallies, Poshan Panchayat, Poshan Vatikas, Poshan Maah, Wall Writing, etc); IEC activities



(Distribution of IEC material such as SAM handout, Shagun card, Customised Diet Charts ,etc); Nomination of Nutrition Monitors; Extensive training & Sensitisation of Asha, Anganwadi Workers and other Frontline Workers; Rebranding of Aganwadi Kendra by Improving overall infrastructure to make them more facilitative, attractive and child-friendly .

By adopting a Jan Andolan strategy as outlined in Poshan Abhiyaan, administration was able to forge a consensus around nutrition at the community level and raise awareness about malnutrition as a problem that the community must collectively act upon. This has brought out desired behavioral

changes at community level and within no time the project successfully became a part of ‘Jan andolan’.

**C) Technology for monitoring and feedback:**

- Use of Poshan Tracker and Vatsalya app for monitoring and reviewing Vatsalya app “ provided a common platform for facilitating inter-face among “cutting edge functionaries” - ASHA ,AWW ANM, Panchayat Sahayak and District level Officers .
- Dedicated Poshan War Room (Call Center) with Poshan Champions in order to ensure grievance redressal, proper service delivery and feedback mechanism.



**D) Model for ensuring Sustained Delivery of the services:**

1. Self-sufficiency is assured by -- i) Local agricultural produce as ingredients; ii) Direct procurement from FPO by Gram Panchayats; iii) Setting up of indigenous processing and packaging unit with state of art technology; iv) Direct market linkage to encourage crop diversification; v) Doorstep delivery to beneficiaries to cut short the long supply chain and vi) Institutionalized MoU signed between FPOs and PRIs to ensure fair terms of trade for farmers.

Financial sustainability is achieved by -- Convergence of basic grant/ untied fund of PRI (Gram Panchayat) granted under 15th finance commission.

**Impact on Beneficiaries:**

These interventions minimized preventable child and maternal mortality & morbidity. The overall impact may be summarized as under-

- 5325 beneficiaries have been treated so far .
- Upliftment of socio-economic status of the beneficiary families with an overall sense of well-being
- 94% of malnourished children came out of SAM category within 3 months after providing poshan-kit.
- The percentage of SAM children in the district fallen to 2.2% from 5.9 %

- In year 2022,MMR reduced by 28.9%,IMR reduced by 8.3%,ANC increased by 29.3%,Anaemia in age group 1519 years reduced by 75.5 % and malnutrition (SAM) significantly reduced by 59.3% as compared to year 2020.

**Impact on Farmers:** (i) Diversification towards high value organic crops such as sesame, oyster mushroom, corn, black wheat, moringa, coarse grains, etc. and towards non-farm products such as organic honey, A2 ghee ,etc. (ii) Cluster farm cultivation area of diversified crops increased from 0 to 720 acre and (iii) Improvement in terms of trade for Farmers, timely payments and direct market linkage.

As the result of above mentioned interventions, financial security of the farmers got ensured. The progress in income levels of farmers and other parameters may as summarised as under -

- 16.9% of farmers income doubled.
- 45.7% of farmers income increased between 51 to 75%.
- 32.7% of farmers income increased between 26 to 50%.
- 4.7% of farmers income increased upto 25%.
- The project was started with a single FPO and now 22 FPOs are associated with it .
- Participation of farmers increased from few hundreds to more than 2080 farmers.

**Strengthening of FPO/FPC:-** (i) Easy loans were made available to FPO through NABARD; (ii) The entire processing unit is run by renewable source of energy as a dedicated solar plant is installed for power supply and (iii) Income of FPOs increased significantly from 1 crore to 2.25 crore in a span of two years

**Promotion of Millets (Nutri-Grains):**

- In light of Hon'ble PM's vision of positioning India as 'global hub for millets', District administration has also undertaken multiple initiatives to promote the cultivation and consumption of nutritional cereals through this scheme.
- Locally produced Millets are used for preparation of products of 'Poshan kits' in a way that they appeal to taste buds of beneficiaries particularly kids.
- Dedicated Millets shop is set up in Vikas Bhawan to make these products available to general public.
- "Rampur Krishak FPO" is also invited to demonstrate its millets products in meetings of G-20 summit.

Sanvardhan an integrated nutrition support program to strengthen the system of nutritional delivery, its last mile outreach, quantitative & qualitative outcomes with focus on developing sustainable practices which have inbuilt elements of replication, convergence and inclusiveness.

## Holistic Development Programme in Arunachal Pradesh

### Key Aspects of New Age Learning Centre (NALC):-

1. Free of Cost Service, i.e., interested users can access the NALC facilities at zero membership fees.
2. Flexible, State of Art, Futuristic, Leisure learning space enabling people from all age groups to learn & improve every aspect of their personality. The space is designed as per the comfort needs and demand of the users and therefore increased accessibility.
3. Focus on e-learning to accommodate the aspirations of new generation through free Wi-Fi (24x7), online training through tablets, e-reading through kindle, etc.
4. 24x7x365 open concept (IDLE CUT):- The NALC is kept opened for the children and members on all days and also late nights during exams. The NGO volunteers help the library staffs to ensure the seamless operation of the library. So the idle time has been significantly reduced and the usage has been almost doubled.
5. Flexible timing as per demand of users. During exam time, Night hours timing extended till 09:00 pm to cater to all user groups.
6. Furniture / space have been designed in consultation with user groups in order to ease their comfort level and to enhance their learning experience. ( Swings/Podiums/stair based sitting units/dedicated stations)
7. Free provisioning of books to students belonging to economically weaker sections.
8. Demand Specific books (competitive exams like IIT, JEE, Medical, UPSC, etc.) provided to users.
9. Membership drive during various mass celebrations viz. Republic Day, Independence Day, Statehood Day etc. to increase awareness amongst public about the initiative.
10. CCTV surveillance has been enabled to keep tab on activity and in order to ensure safety for the girl students and little children.
11. Weather controlled space by provisioning of air conditioning and heating to enable children to learn at ease.

12. Recording of videos of all activities for future reference as well as to provide the members first hand feedback of their activities.
13. Peer to Peer Learning is promoted to enable cross exchange of talent, ideas and skills takes place at NALC as children of various nearby schools participate in the club based activities of NALC.
14. Club based activities with the help of guest trainers attract more children with wider area of interests.

### **Facts about the quality of the library?**

1. Infrastructure: - Quality of infrastructure is exceptionally good with modern furniture & modular furnishing in order to attract students unlike traditional libraries which are filled with rickety furniture and books with common designs. The designing of space as per the needs and taste of the children is really appreciable and also in conformity with the intent of New Education Policy which emphasize on putting children at the center while designing projects meant for the children. The innovative sitting cum podium unit at the center clearly speaks for the degree of thoughtfulness put forward while designing the space to increase the overall spatial efficiency of the unit. The overall lighting is impressive and the idea of providing dedicated stations for children aspiring to be writers is another prominent feature of this whole infrastructure.



## 2. Learning process: -

- ❖ Every aspect of personality development is covered through hobby clubs, interest groups.
  - ❖ Hobby clubs to inculcate hobbies amongst students like photography, videography, public speaking, debates, Rubix Cube Solving, Yoga, Meditation, craft making, etc.
  - ❖ Life skills like imparting CPR, Disaster Management Techniques are also imparted.
  - ❖ Career counselling to encourage children & enable them to choose career paths as per their choices & interests.
  - ❖ Patriotic activities:- Republic day parade was screened and importance of all tableaux were being discussed to enable children to appreciate the cultural diversity of India.
  - ❖ Fun learning is emphasized to attract students to the NALC. Swings, bean bags, lazy throws etc. enables children to learn in a leisurely manner. The smart TV based learning especially through documentaries and movies is another highlight of fun learning. In addition the activity based learning which involves the children also helps to induct an element of fun in the overall learning process.
3. It's a paradigm shift towards transforming traditional libraries into a complete learning & knowledge hub. It tries to capture the very essence of the New Education Policy, which tries to consider child at the center of planning which is evident from the demand specific designing of space and also tries to conform with the core intent of the policy which strives for shift from piecemeal approach to holistic approach while effecting learning transactions.



### **NALC aiding knowledge Transformation, How?**

1. Prior to establishment of NALC, children were hesitant to even speak their name but after regular interactions, they are debating confidently expressing themselves without showing any hesitation.
2. The NALC is currently acting as knowledge hub for all the students who are undergoing holistic personality transformation through this platform through various activity based learning modules. The increased self-confidence and competitive spirit of students is clearly visible through different level of interactions. Many children have started or resumed their preparations for competitive examinations like IIT, NEET, UPSC etc.
3. Children coming from economically backward section who can't afford their own dedicated study rooms have now access to a state of art reading centre to study with access to books of all genres as well as a treasure trove of online resources at their fingertips.
4. All the children of GHSS, Miao who appeared for compartment exams for Classes 10<sup>th</sup> and 12<sup>th</sup>, passed because the place was made available for them as per their demand before the exam hours with all practice books and access to online resources with dedicated faculties. First time 40% children from Vijaynagar Secondary Schools got passed in 10th exam that were part of dedicated study groups of NALC.

### **Outcomes of NALC (New Age Learning Centre)**

1. It is helpful in the manner that it converges resources which are rendered unused viz. libraries of government schools are marred with lack of dedicated library teachers as well as lack of library infrastructure including books. Also the traditional libraries run by library department at different administrative levels are mostly remain unused because of boring setup, outdated books and depressing infrastructure. The yearly average footfall of such library in district is 57 person and in few circle level library it is literally zero. In this way the whole human resource such as librarian, peon, assistant librarian just sit idle and government exchequer is unnecessarily burdened. Therefore, transforming these existing libraries into NALC helps optimum utilization of unused resources of libraries run by library department acting as cluster library for nearby schools wherein children from all schools may access this space as their library and other activity based smart learning may be provided to them at the same time. Another positive part of NALC is that this may be operated without break considering that NALC will not be affected by school vacations. This will help in ensuring continuity in learning transactions.



2. Earlier, there were cases of drug & alcohol abuse prevalent amongst the youths and, evenings were wasted in negative affairs as reported by stakeholders. Since establishment of NALC, this drug & alcohol culture is being slowly replaced by knowledge culture and youths are being motivated to pursue positive habits like reading, learning, etc. This will have a positive impact on society thus building a modern progressive society.
3. By helping the students belonging to economically weaker sections in terms of providing them a comfortable and state of art learning space, the NALC is bringing affordable and quality knowledge to children of remote and under developed areas hitherto devoid of bare minimum infrastructure like even a decent library.
4. By covering every aspect of personality development, the NALC is shaping youths from economically and socially backwards area into future leaders, bureaucrats, technocrats, etc., which in absence of this initiative, would have remained a pipe dream for these youths.
5. Earlier, very few students were preparing for the competitive exams such as IIT, NEET, UPSC etc. but post establishment of NALC, most students have been initiated towards such preparations through provisioning of suitable books, BYJU based platform. This may get further boost with starting of SUPER 30 Program in the extension premises of NALC under CSR initiative funded by OIL INDIA LTD.
6. The NALC also puts increased emphasis on peer-to-peer learning wherein a child with specific talent helps other interested children willing to develop that hobby.

7. NALC is also acting as a fulcrum of PROJECT SAFAL of District Administration to improve the passing percentage of children in board examinations. The NGO members as well as whole NALC space is used by the board appearing students for intensive and dedicated exam based study.

**Unique Features of NALC:-**

1. The New Age Learning Center is a knowledge creation space meant to accommodate the rising aspirations of new generations who find the concept of traditional library boring and out of place vis a vis evolving technology. An effort has been made to design the space according to the taste and comfort of the users (mainly children) to enable them to study, learn and dream without any restraint.
2. This initiative is unique and first of its kind in form of New Age Learning Centre wherein children of various age group are provided with fun and interactive learning under one single roof. The space is designed with special emphasis to provide end to end learning solutions at single delivery point by integrating the features of library, motivation Centre, personality development space, skill training center and fun & Smart learning unit to make the learning more comprehensive as well interesting at the same time.
3. The Children of all age group as well as adults are the beneficiaries of this initiative. However, the priority and central target group is the school going children coming from lower economic strata who find it difficult to afford a personal space or study room to plan their study as per their choice and to develop hobby of their choice.



**Challenges which triggered this initiative: (Idea behind the concept)- Objective of the initiative:-**

- A) Children from economically weaker section or mainly government school:-
- can't afford dedicated study rooms with round the clock power supply.
  - can't afford laptops, tablets, and smart phones to access online study materials
  - can't afford to join hobby training classes such as photography, reading, music, video editing, quizzing, public speaking, Painting, sketching, storytelling, poetry etc.
  - can't afford to watch motivational movies and other informative documentaries.
  - can't afford to buy books of their choice.
- B). Culture of alcoholism, drug amongst the students. Usually evenings happen to be free for students who involve themselves in drug affairs and alcoholism. Thus any positive platform where they may spend their evening was much required.
- C) Poor performance in schools (after 10<sup>th</sup> and 12<sup>th</sup>) result into dropouts and jobless youths which are thereafter pulled towards the web of insurgency at their tender age. To keep them away from this menace, some positive mode of engagement was required. Moreover, they may be provided with a space where they can prepare themselves for competitive exams and may even be imparted with some skills for wider exposure.
- D) Not a single child was getting selected into NEET, JEE and other competitive exams. The proportion of children joining government job is unexpectedly low.
- E) The Sub Divisional Library and library of nearby schools were in dilapidated state and lying almost defunct owing to absence of relevant books and furniture.
- F) Overall knowledge culture was missing in changlang which is evident from the fact that the district was included under the list of 10 Low Performing District (LPD).

**How every aspect of personality of a child is developed at NALC through activity based learning?**

1. Hobby Clubs: - The Children with specific interest are provided with enabling resources as well as transient handholding by NGO based guest trainers to help them cultivate and hone these interest. First children are introduced to various arenas and then they are asked to choose interest of their choice as per the introductory exposure and then training to develop and hone that interest into hobby is imparted at NALC. These children are then divided into different hobby with a team leader who gradually transform into trainer to train other of his-her peers. Photography & Videography Club, Wildlife club, Motivational Movies club, Rubix cube club, Chess club, Craft making club,

Drone flying club, Coding club, Book reading club, literary club, Beat clapping club, Yoga & Meditation club etc. There is one guest trainer earmarked for every club who initiates children to start with this hobby and periodically try to upgrade the skills of leader of that group.

2. **Personality development:** - Debating, Discussions, Book Reviews, Public Speaking are few activities which are conducted periodically to refine the overall confidence and personality of the members. Ethics and morality based case studies as well as debates and discussions on emergent technologies such as social media, cybercrimes etc. are glimpse of programs falling under this category.
3. **Exposure Trips:-** Exposure trips conducted for the children and they were being made to visit Zoo, Wildlife museums, Namdapha National Park to provide them exposure to wildlife and conservation needs. More exposure trips are planned to oil fields in future.
4. **Health Awareness:-** Considering children are just in their tender age, awareness about some life threatening disease like HIV AIDS is created by the team of health officials. Also doctor comes to create awareness about life saving drugs which children may be made aware of to use at the time of exigency. They are also made aware of first aid techniques.
5. **Movie based learning:** - FIFA Screening and screening of motivational movies for the children in order to enable them to learn through movies and films.
6. **Career Counselling:-** Local Officers as well as army/CAPF officers counsels the member about various career options for the students and help them to choose better career of their choice.
7. **Patriotism:-** Republic day parade was screened and importance of all tableaux were being discussed to enable children to appreciate the cultural diversity of India.

#### **What were the problems with the existing libraries/system?**

The existing sub divisional library as well libraries in nearby schools were lying defunct on account of dilapidated and archaic buildings with old generation books which are mostly irrelevant to the present-day youths. The old concept of library has turned redundant in this age of technology and internet revolution wherein people prefer to study online in lieu of visiting libraries with depressing environment, conventional books, and prosaic characteristics. For youths these libraries appear as

boring and for adults they are not comfortable enough and lacks intellectual richness owing to ill updated bookshelves.

**Innovation made in Existing Process and positive outcomes thereof:-**

1. Modern & Futuristic Library design:- The conventional library was transformed into New Age Learning Centre (NALC) with modern and modular designs.
2. The NALC now act as a central library for all the nearby schools falling within the range of 500 metres and library period of these schools are executed at the NALC.
3. Fun learning is emphasized to attract students to the NALC. Swings, bean bags, lazy throws etc. enables children to learn in a leisurely manner. The smart TV based learning especially through documentaries and movies is another highlight of fun learning. In addition the activity based learning which involves the children also helps to induct an element of fun in the overall learning process.
4. NALC is equipped with uninterrupted power supply, smart tablets, round the clock Wi-Fi, books as well as competitive books, free Byju's subscription over a smart TV, state of art furnishing etc.



5. Overall Learning culture is promoted with putting emphasis on activities other than reading viz. career counselling, Quizzing, Digital literacy, Debates, workshops on photography/videography/music/editing, Anchoring/public speaking/personality development, Educational Drama & Theatre, Painting/sketching/Doodling and Film & Documentary screening.
6. Convergence:- Nearby schools (one Higher Secondary, two upper Primary, 1 primary) got a state of art and centrally located New Age Learning Centre (NALC) in place of their defunct libraries.
7. Economic Equaliser:- Children coming from economically backward section who can't afford their own dedicated study rooms may find a state of art reading center to study with access to books of all genres as well as online access of resources.
8. Increased Occupancy:- on daily basis the NALC has footfall of more than 60 visitors excluding the library classes held by the nearby schools.
9. Knowledge Hub:- The NALC is currently acting as knowledge hub for all the students who are undergoing holistic personality transformation through this platform. The increased self confidence and competitive spirit of students is clearly visible. Many children have started or resumed their preparations for competitive examinations.
10. Improved Passing percentage:- All the children who appeared for compartment exams in 10th and 12th passed because the place was made 24x7 available for them before the exam hours with all practice books and online access. First time 40% of children from Vijaynagar Secondary Schools got passed in 10th exam who were part of dedicated study groups of NALC. Also the average passing marks of students improved who were part of NALC dedicated study group.

**How sustainability is ensured and what are main pillars of sustainability? :-**

1. Government-NGO partnership: The NALC has totally transformed the library system by transforming it from knowledge transmission to knowledge creation and fun space. A NGO known as SEED has been roped in whose members voluntarily dedicate their heart and soul to transform this whole system. All activity based learning is being conducted by the members of SEED on voluntary basis. This mentor NGO concept is useful for providing sustenance to the system irrespective of change in the government officers.

2. Partnering with Nearby Schools and NALC serving as library cum recreational space and e-learning space for them.
3. A Committee has been constituted under chairmanship of ADC-Miao with principals/ headmasters of nearby schools as members to review the functioning of NALC periodically.
4. Partnering with OIL INDIA LTD. for upkeep, maintenance and smooth running of NALC under its CSR initiative.
5. Community has been involved from the beginning to ensure that the whole initiative is owned by Community. Many people from community donated building materials such as wooden logs, CGI like at present would not have been possible without the effort of these NSS & NCC Children. Sheets, cement bags, sand & Shingles during construction of NALC. In this way community ownership is being ensured.
6. All the nearby schools & NCC (National Cadet Corps) and NSS(National Service Scheme) children were involved and encouraged to participate even before the NALC took its final shape. They helped in cleaning the racks, arranging the furniture, art work, light hanging, premises cleaning and how NALC looks

**How Technology Integration is done:-**

- Smart TV with online study resources to promote E-learning and interactive learning amongst the members.
- Wi-fi enabled tablets for members to help them avail study resources online.
- Access to E-books for the members through Kindle.
- NALC activity videos are recorded for future reference.

**Grievance Redressal mechanism:-**

- 1- There is a complaint cum feedback register in place wherein members may register their grievances as well may put their feedback. The complaint cum feedback of members is also reviewed monthly by Deputy Commissioner, Changlang who is considered as the chief custodian of the NALC.
- 2- The members or any other person may register their complaint or flag their issues on online platform .i.e. facebook and twitter etc.



**What are the plans for future expansion and add on activities?**

1. Virtual Reality Based Learning and Touring:- very few children gets an opportunity to visit beyond Tinsukia and Dibrugarh and hence there is a plan to conduct virtual tours of historical monuments for the students through Virtual reality sets inside a VR lab integrated with home theatre. The home Théâtre has already been received as a part of donation and VR sets are to be purchased for setting up of lab. Also VR content is under development for some difficult topics of science and Maths to help children understand such topics with feels.
2. Super-30 residential classes for preparation of competitive examinations like JEE/NEET: - Under CSR, OIL Ltd has agreed on running such classes inside the extension premises of NALC.
3. Problem solving platform:- There is an idea that the NALC members will be provided with the local problems and will be asked to provide solutions through projects for which prizes to be offered. This will certainly be rendered as an active platform to involve and actively engage the youths in the process of governance. No such platform is available at this point of time.
4. More Exposure and Field trips for the members:- One NALC per subdivision and circles and also in few higher secondary schools. 4 new upcoming NALCs are in pipeline and construction is ongoing. The NGO mobilization part is almost done and the facility will be made fully operational by March 15-20 2023.
5. Terrace lawns to promote outdoor learning too.



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