



ASSESSMENT REPORT

Haryana Skills Sector, Public Finance Review 2024-25: Budget Allocation, Utilization, and Policy Effectiveness

Submitted by



SDGCAC

SUSTAINABLE DEVELOPMENT GOALS
COORDINATION AND ACCELERATION CENTRE

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Executive Summary

As Haryana advances toward its Vision 2047 aspirations, the Education–Skilling–Employability pillar is positioned as a foundational driver of inclusive growth, productivity enhancement, and global competitiveness. The State has set ambitious outcome targets under this pillar, including achieving **98% digital literacy**, increasing **Female Labour Force Participation (FLFP) to 45%**, raising the **employability rate to 95%**, and ensuring **50% active Industry–Academia partnerships**. Achieving these goals will require not only programmatic expansion but also strategic alignment and efficient utilization of public financial resources.

Haryana's skilling ecosystem currently comprises 50 schemes implemented across 11 State Government departments and 4 Central Government ministries. For FY 2024–25, the total budget estimate across the 11 State departments for skilling-related interventions stands at ₹97,311.95 lakh. A total of 341,590 beneficiaries were trained or targeted to be trained during the year. Of these, State schemes account for 121,320 beneficiaries, while Central schemes cover 220,270—nearly two-thirds of the overall skilling footprint.

This Haryana Skill Budgetary Analysis assesses whether current public investments, institutional arrangements, and beneficiary targeting patterns are adequately positioned to deliver on Vision 2047's transformative targets. The diagnostic review examines six critical dimensions: budgetary planning and expenditure efficiency, departmental architecture, inclusion and gender responsiveness, scheme convergence, institutional alignment, and systemic delivery bottlenecks.

Grounded in scheme-level financial and outcome data from the Output and Outcome Monitoring Framework 2024–25, the analysis highlights structural challenges that may constrain the achievement of Vision 2047 objectives. These include gaps between budget estimates, revised allocations, and actual expenditure; uneven fund utilization across departments; overlaps between State and Central interventions; limited integration of skilling with formal education systems; and insufficient targeting of women and emerging workforce segments in high-growth sectors.

To achieve 98% digital literacy, 45% FLFP, 95% employability, and 50% industry–academia integration, Haryana must transition from a fragmented, scheme-driven model toward a fiscally optimized, demand-responsive, and outcome-oriented skilling ecosystem. Strengthened convergence, sharper gender focus, deeper industry engagement, and tighter expenditure–performance linkages will be essential to ensuring that public finance effectively translates into measurable employability outcomes by 2047.

Introduction

Haryana stands at a defining moment in its development journey. As the State advances toward its Vision 2047 aspiration of becoming a high-income, innovation-driven and employment-oriented economy, the Education–Skilling–Employability pillar has emerged as a central driver of structural transformation. Rapid industrialisation, logistics expansion, renewable energy growth, electric mobility transitions, agro-processing modernisation and digitalisation across sectors are reshaping labour demand patterns across districts. In this evolving economic landscape, the effectiveness of the public skilling ecosystem will determine the State's ability to convert demographic potential into productive, high-quality employment.

Public investment in skills is not merely a welfare intervention; it is a strategic economic instrument. Efficient and well-aligned skilling systems enhance productivity, reduce labour market mismatches, increase female workforce participation, and improve industry competitiveness. The OECD's Skills Strategy highlights that when skills supply is misaligned with labour market demand, economies experience lower productivity growth, underemployment, and inefficient public expenditure outcomes.¹ Effective skills systems therefore require coordinated governance, strong labour market intelligence, and performance-oriented financing frameworks that link expenditure to measurable outcomes.²

In the Indian context, multiple studies have documented persistent gaps between training provision and industry demand, regional disparities in access to quality training, and institutional fragmentation across departments and schemes.³ Despite the expansion of skill development initiatives nationally, skill acquisition rates remain modest relative to global benchmarks, and weak integration between training systems and employment outcomes continues to constrain employability and wage growth.⁴ These structural challenges underline the importance of reviewing not only programme design but also the fiscal architecture underpinning skills delivery.

Haryana's skilling ecosystem has evolved organically over time, comprising multiple schemes implemented across diverse departments, each addressing specific sectoral priorities, beneficiary groups or functional mandates. While

¹ https://www.oecd.org/en/publications/oecd-skills-strategy-2019_9789264313835-en.html

² <https://www.oecd.org/en/topics/skills-strategies.html>

this reflects institutional commitment, it also introduces complexity in planning, coordination, and expenditure efficiency. In multi-department skill ecosystems, the absence of fiscal convergence, consistent performance monitoring, and integrated labour market intelligence can dilute impact and create redundancies. International experience suggests that outcome-oriented skill systems require clear accountability structures, transparent budget frameworks, and alignment between strategic targets and financial allocations.

Against this backdrop, this Haryana Skill Budgetary Analysis undertakes a diagnostic public finance review of the State's skilling architecture. The study is guided by the recognition that achieving Vision 2047 targets—including 98% digital literacy, 45% Female Labour Force Participation, 95% employability, and 50% active industry-academia partnerships—will require not only programmatic expansion but disciplined fiscal planning, improved expenditure utilization, strengthened convergence, and sharper equity targeting.

This report therefore examines the skilling ecosystem through a systems lens rather than a scheme-by-scheme review. It evaluates how budgetary planning, revised allocations, actual expenditure patterns, beneficiary targeting, departmental concentration, administrative overheads, and State-Central convergence collectively influence outcomes. The analysis draws upon scheme-level financial and beneficiary data from the Output and Outcome Monitoring Framework 2024–25 and covers 50 active schemes implemented across 11 State departments and 4 Central ministries.

By identifying structural inefficiencies and fiscal imbalances, this study seeks to strengthen expenditure-performance linkages and support a transition from a fragmented, scheme-driven model toward a coherent education-to-employment ecosystem. The objective is not only to assess past performance, but to provide forward-looking insights that can improve fiscal discipline, enhance equity, deepen industry engagement, and ensure that public investment in skills translates into measurable employability and productivity gains.

Major Findings

- The overall budget picture reveals substantial unutilized capacity. While the state budgeted ₹127,943.10 lakh in its initial estimate for 2024–25, a downward revision to ₹97,311.95 lakh, a 23.94% reduction, signals planning inaccuracies or mid-year fiscal constraints. Even more concerning, actual expenditure has reached only ₹59,014.18 lakh, leaving ₹38,297.77 lakh (approximately 40% of the revised estimate) unspent.
- While 22 schemes (44%) achieve reasonably accurate forecasting within a ±15% variance between BE and RE, 14 schemes (28%) are significantly over-budgeted, where revised estimates fell more than 15% short of initial budgets.
- Fund utilization performance reveals acute inefficiencies. Forty percent of schemes (20 out of 50) fall into a high under-utilization category, spending less than 30% of their revised estimates. Only 4 schemes (8%) achieve optimal utilization rates above 85%.
- The departmental concentration creates structural vulnerabilities. The Department of Skill Development alone implements 18 of 50 schemes and commands ₹75,339 lakh, 77% of total budgeted resources.
- Targeting patterns reveal a significant skew toward universal over targeted schemes. Universal schemes account for 31 of 50 schemes (62%) and absorb ₹83,415 lakh (85.72% of total budget). In contrast, 19 exclusive schemes (38% of scheme count) designed for vulnerable populations—Scheduled Castes, women, persons with disabilities, minorities— receive only ₹13,896.95 lakh (14.28% of budget). This disparity raises concerns about whether targeted populations receive adequate, differentiated support.
- Representation of vulnerable groups is fragmented and underfunded. Scheduled Castes, despite representing a significant population share, receive support through only 6 schemes with ₹4,496 lakh. Women-focused schemes number 4 programmes with ₹3,509 lakh. Persons with disabilities have a single scheme (₹5,000 lakh), while artisans, minorities, and jail inmates receive minimal allocations.
- Purpose-wise budget allocation reveals administrative capture and training

delivery shortfalls. Administrative and operational expenditure consumes 62.46% of total budget (₹60,777 lakh across 6 schemes) with 67.45% utilization. Training—the core mission of the ecosystem—receives only 22.31% of budget (₹21,712.35 lakh across 27 schemes) and exhibits one of the lowest utilization rate at 42.62%.

- Convergence between state and central programs is weak. Central schemes account for approximately 220,270 beneficiaries (64.5% of total training targets) across only 8 schemes, yet show zero recorded budget allocation within the state's financial system. State schemes, despite 42 programmes and ₹97,311.95 lakh allocation, train only 121,320 beneficiaries (35.5% of targets). This inverted efficiency ratio—central schemes delivering twice the beneficiaries with none of the recorded state budget—indicates planning misalignment, data integration gaps, and missed opportunities for synergy.
- Scheme redundancy is documented across multiple areas. General training shows overlap between 20 state schemes and 7 central programs. SC/ST support involves 8 state schemes paralleling the central PM-DAKSH initiative. Women's programmes number 3 state schemes alongside the central Drone Didi scheme. Artisan support shows similar duplication. This redundancy creates beneficiary confusion, inefficient resource allocation, and fragmented monitoring.

1. System Overview: Schemes, Budgets, and Administrative Architecture

Overall Scale and Institutional Span

Haryana's skilling ecosystem comprises 50 distinct schemes distributed across a multi-departmental administrative structure. Eleven state government departments and four central government ministries collectively implement this portfolio. The revised budget estimate (RE) for 2024–25 stands at ₹97,311.95 lakh, with an anticipated training target of 341,590 beneficiaries.

The ecosystem's scope reflects a broad policy mandate to support skills across diverse beneficiary groups, sectors, and geographies. Yet this breadth comes at a cost of institutional complexity, making coordinated planning, monitoring, and evaluation challenging. The distribution of schemes and budgets across departments reveals an uneven administrative footprint, with significant concentration in particular agencies and corresponding thinness in others.

Departmental Distribution and Budget Concentration

The Department of Skill Development emerges as the institutional anchor of Haryana's skilling ecosystem. This single department implements 18 of 50 schemes (36% of the portfolio) and commands a revised budget of ₹75,339 lakh, representing 77% of total state-level allocations. Within its portfolio, 13 schemes are classified as universal (open to all eligible beneficiaries) with ₹70,846 lakh, while 5 are exclusive schemes targeting specific groups with ₹4,493 lakh. The department's anticipated training target is 80,808 beneficiaries. This organizational concentration positions the Department of Skill Development as the primary delivery vehicle for the state's skills strategy.

The Rural Development Department constitutes the second-largest contributor after Skill Development. Operating six schemes with a revised budget of ₹4,003 lakh, this department anticipates training 30,147 beneficiaries. Its schemes, which include programmes such as DDU-GKY and RSETI, are designed to

address structural rural labour-market disadvantages and often combine both universal and targeted components. The allocation signals a sustained policy commitment to rural skilling, though the financial envelope remains substantially smaller than urban-focused programmes.

Smaller but strategically important departments include the Women and Child Development department (4 exclusive schemes, ₹456.60 lakh), the Jails Department (2 exclusive schemes, ₹587.35 lakh), and the Sainik and Ardhsainik department (2 exclusive schemes, ₹3,309 lakh). Although their combined budget represents less than 7% of total allocations, these departments serve specialized and often underserved populations—women, adolescent girls, inmates, war widows, and ex-servicemen families. Their targeted mandates play a crucial role in bridging equity gaps and ensuring that vulnerable populations are not overlooked by larger universal programmes.

The Ministry of Skill Development and Entrepreneurship (central) implements 5 schemes with zero recorded state budget allocation.

Table 1: Departmental Breakdown of Schemes and Budget

Department	Exclusive Schemes	Budget (₹ Lakh)	Universal Schemes	Budget (₹ 2 Lakh)	Total Schemes	Total Budget (₹ Lakh)	Target
Civil Aviation	0	0	1	1	1	1	1
Department of Skill Development	5	4493	13	70846	18	75339	80808
Jails	2	587.35	0	0	2	587.35	0
Ministry of Agriculture & Farmers' Welfare	1	0	0	0	1	0	5000
Ministry of Micro, Small & Medium Enterprises	1	0	0	0	1	0	18602
Ministry of Skill Development and Entrepreneurship (Central)	—	—	5	0	5	0	196668
Ministry of Social Justice and Empowerment	1	0	0	0	1	0	0
MSME	0	0	1	226	1	226	1
Rural Development	1	1	5	4002	6	4003	30147
Sainik and Ardh-sainik	2	3309	0	0	2	3309	3850
Secondary Education	0	0	1	7200	1	7200	0
SEWA	1	5000	0	0	1	5000	200
Technical Education	1	50	4	1040	5	1090	320
ULB	0	0	1	100	1	100	0
WCD	4	456.6	0	0	4	456.6	5993
Grand Total	19	13896.95	31	83415	50	97311.95	341590

Figure 1- Department Wise Budget Estimate 2024-25, Revised Estimate 2024-25 and Expenditure 2024-25

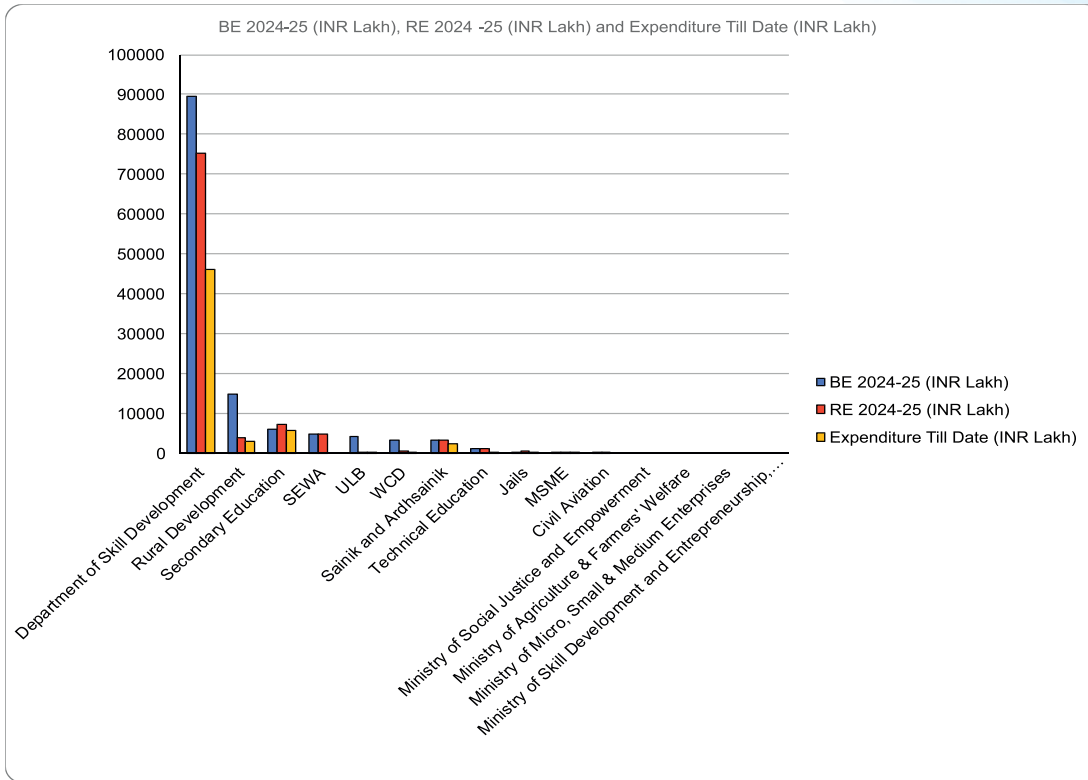
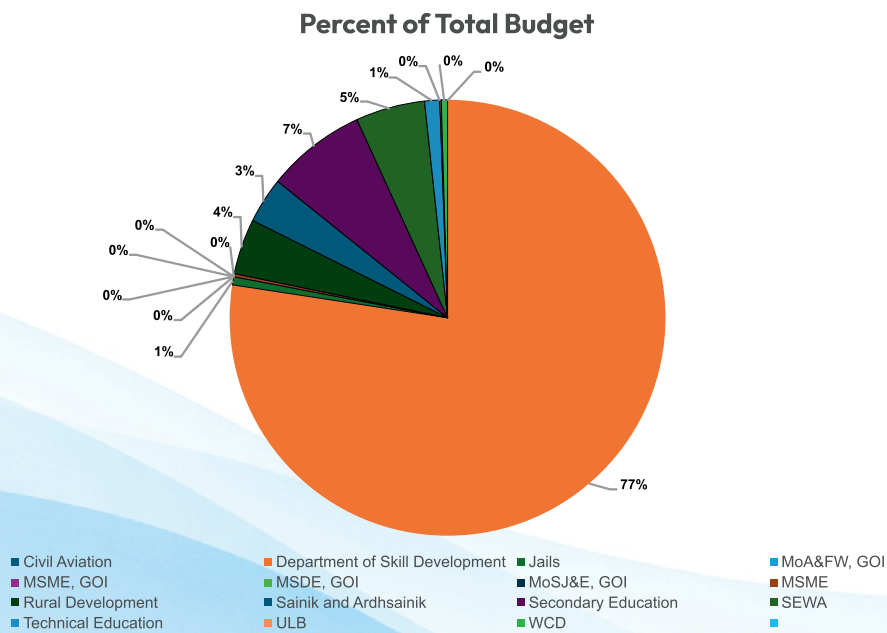


Figure 2- Department wise Revised Estimate 2024-25 (In Percent)



Scheme Classification: Universal and Exclusive Targeting

The ecosystem operates a mixed delivery model combining universal and exclusive schemes. Universal schemes (31 of 50, totalling ₹83,415 lakh or 85.72% of budget) are designed to serve all eligible beneficiaries without demographic restriction. These programmes typically offer general vocational training, infrastructure development, or skills enhancement across broad occupational categories. Their universalist design supports large-scale enrolment and broad geographic reach, yet may inadvertently favour populations with higher baseline capacities—such as urban dwellers, males, upper caste groups, or those with prior educational attainment.

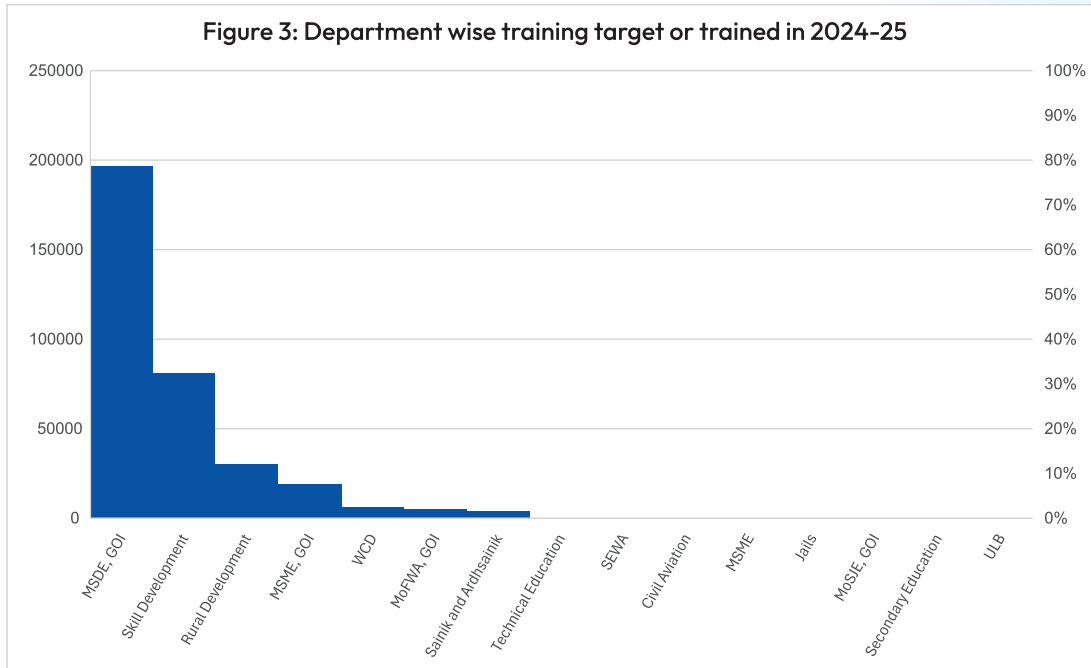
Exclusive schemes (19 of 50, totalling ₹13,896.95 lakh or 14.28% of budget) are explicitly tailored for specific demographic or social groups. These include interventions for Scheduled Castes, women, persons with disabilities, minorities, jail inmates, war widows, artisans, and other designated categories. While exclusive schemes represent 38% of scheme count, their budget share is disproportionately small—only 14.28% of total allocations. This disparity reflects a structural choice within Haryana's skilling strategy to prioritize universal access over targeted depth.

Training Targets and Beneficiary Scope

The 341,590 anticipated beneficiaries for 2024–25 represent Haryana's aggregate training ambition across all schemes. State schemes anticipate 121,320 beneficiaries while central schemes target 220,270—nearly two-thirds of the total.

The diversity of beneficiary groups targeted—from general youth and jobseekers to women, scheduled castes, minorities, inmates, artisans, and war widows—reflects the state's commitment to inclusive skills development. Yet the actual distribution of resources across these groups reveals prioritization patterns that may not align with either demographic representation or labour market need.

Figure 3- Department wise training target or trained in 2024-25



2. Financial Performance: Budget Planning and Execution

Overall Budget Metrics: Allocation, Revision, and Expenditure

The Haryana skilling ecosystem reveals significant slippage between planned allocations, revised estimates, and actual expenditure—indicating persistent challenges in both fiscal planning accuracy and budget execution discipline.

The total Budget Estimate (BE) for 2024–25 was initially set at ₹127,943.10 lakh. This was subsequently revised downward to ₹97,311.95 lakh, a reduction of ₹30,631.15 lakh, representing a 23.94% cut from initial estimate to revised estimate. Such a substantial downward revision is significant. The revision signals weakness in either initial planning discipline or in-year fund management.

Within the revised estimate of ₹97,311.95 lakh, actual expenditure to date stands at ₹59,014.18 lakh. This represents a utilization rate of 60.64% against revised estimates. Consequently, ₹38,297.77 lakh remains unutilized—approximately 39.4% of the revised estimate. With the fiscal year partially complete, this trajectory suggests final utilization may reach 75–80%, still below international benchmarks typically targeting 85–90% utilization.

The scale of unutilized capital is substantial. At current per-capita training costs ranging from ₹8,000 to ₹15,000 per beneficiary, the unspent ₹38,297.77 lakh could theoretically support an additional 250,000–480,000 beneficiary trainings, depending on programme type and unit cost. This represents significant unutilized capacity for workforce skill development.

Table 2A: Overall Budget Analysis

Metric	(₹ Lakh)
Total BE 2024-25 (numeric)	1,27,943.10
Total RE 2024-25 (numeric)	97,311.95
Total Expenditure Till Date	59,014.18
BE → RE change (%)	-23.94%
Total unutilized RE (RE - Exp)	38,297.77

Table 2B- Department Wise Budget Analysis

Department	Total BE (2024-25)	Total RE (2024-25)	Total Expenditure	Percent Expenditure
MSME	226	226	226	100
ULB	4125	100	100	100
WCD	3356.6	456.6	374.96	82.1
Secondary Education	6000	7200	5845.93	81.2
Rural Development	15020	4003	3182	79.5
Sainik and Ardhsainik	3334	3309	2495.91	75.4
Department of Skill Development	89423.5	75339	46172.5	61.3
Jails	367	587.35	357.91	60.9
Technical Education	1090	1090	258.97	23.8
Civil Aviation	1	1	0	0
SEWA	5000	5000	0	0
Ministry of Agriculture & Farmers' Welfare	0	0	0	NA
Ministry of Micro, Small & Medium Enterprises	0	0	0	NA
Ministry of Skill Development and Entrepreneurship, Government of India	0	0	0	NA
Ministry of Social Justice and Empowerment	0	0	0	NA
Grand Total	127943.1	97311.95	59014.18	60.6

Budget Accuracy Categories and Fiscal Planning Discipline

Analysis of budget accuracy across individual schemes reveals variable planning discipline. Budget accuracy is measured by comparing Budget

Estimates (BE) with Revised Estimates (RE), categorizing schemes as accurate ($\pm 15\%$ variance), over-budgeted (RE < BE by >15%), under-budgeted (RE > BE by >15%), or unknown (missing baseline data).

Twenty-two schemes (44% of portfolio) fall within the accurate range, indicating reasonably sound estimation practices for nearly half the skilling portfolio. This represents a positive baseline.

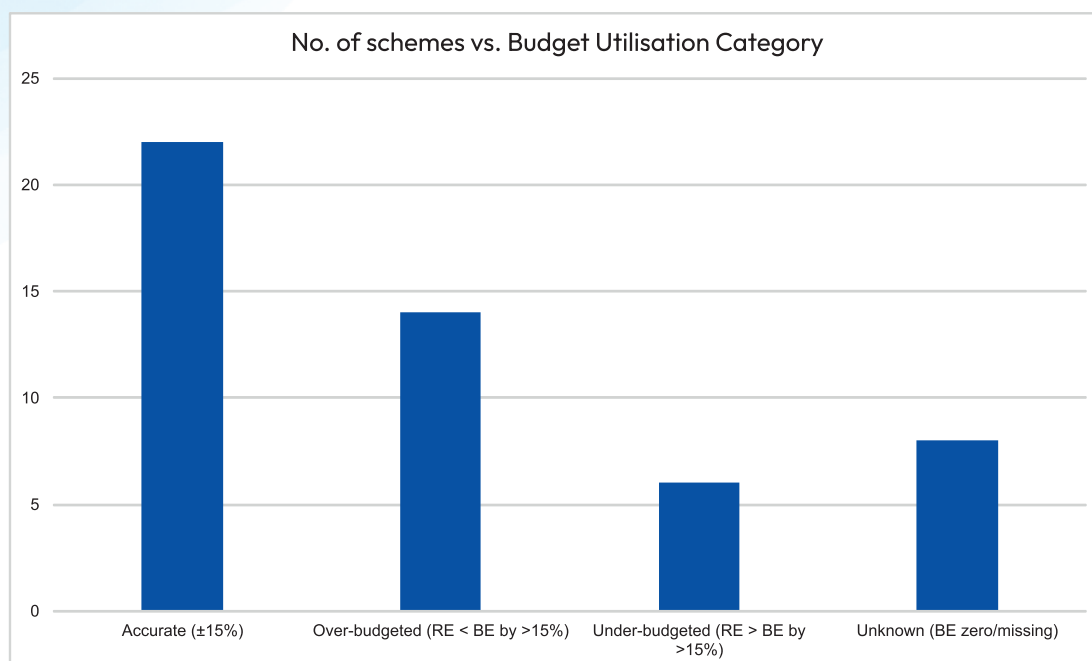
However, fourteen schemes (28%) are significantly over-budgeted, with revised estimates falling more than 15% below initial budgets. The pattern of over-budgeting suggests that either initial proposal processes lack adequate cost validation or that in-year implementation faces systemic obstacles that constrain spending.

Conversely, six schemes (12%) are under-budgeted, with revised estimates exceeding initial budgets by more than 15%.

Table 3: Budget Accuracy Categories

Category	No. of Schemes
Accurate ($\pm 15\%$)	22
Over-budgeted (RE < BE by >15%)	14
Under-budgeted (RE > BE by >15%)	6
Unknown (BE zero/missing)	8

Figure 4- Budget Accuracy Categories



Fund Utilization Performance and Implementation Bottlenecks

Fund utilization—the proportion of revised estimate (RE) that is actually expended—provides a direct measure of whether allocated resources are being converted into actual training delivery. Utilization analysis reveals substantial variation across schemes and a troubling concentration of severe under-utilization.

Twenty schemes (40% of the portfolio) fall into a high under-utilization category, with spending below 30% of revised estimates. This proportion is striking and signals acute implementation bottlenecks. The combination of low utilization across such a large portion of the portfolio suggests systemic barriers rather than isolated scheme-specific problems.

The implications of high under-utilization are substantial. Resources allocated but unspent represent lost opportunity for training delivery. Additionally, under-utilization may reflect demand-side barriers—such as beneficiary inability to

access training due to geographic, financial, or informational constraints—suggesting that financing is not the primary constraint; rather, delivery and demand-side support are limiting factors.

Only four schemes (8%) achieve optimal utilization at or above 85%. This represents a very small proportion of the portfolio and indicates that replicable models of efficient execution are limited.

Thirteen schemes (26%) fall within a good utilization range of 60–85%, suggesting moderate efficiency but considerable room for improvement.

Four schemes (30–60% utilization) represent a moderate category.

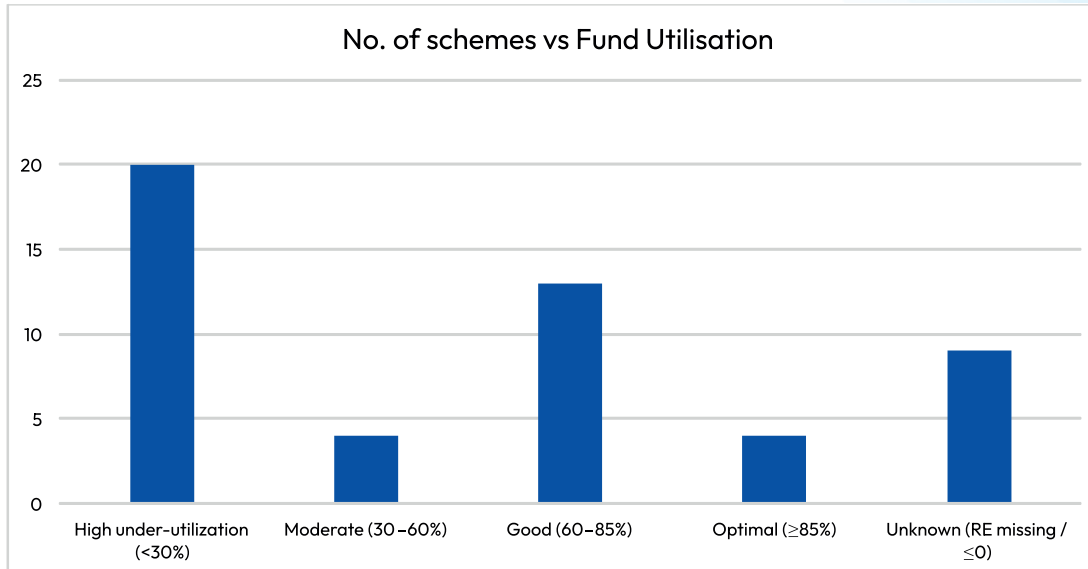
Nine schemes (18%) fall into an unknown category due to missing revised estimates or estimates of zero or below.

The portfolio-wide utilization rate of 60.64% places the ecosystem below international benchmarks.

Table 4 A: Department Wise Budget Utilization Performance (vs. RE)

Department	Good (60–85%)	High under-utilization (<30%)	Moderate (30–60%)	Optimal (≥85%)	Unknown	Grand Total
Civil Aviation		1				1
Department of Skill Development	5	9	3		1	18
Jails	1		1			2
MSME				1		1
Rural Development	2	3		1		6
Sainik and Ardh-sainik	2					2
Secondary Education	1					1
SEWA		1				1
Technical Education	1	4				5
ULB				1		1
WCD	1	2		1		4
Ministry of Agriculture & Farmers' Welfare					1	1
Ministry of Micro, Small & Medium Enterprises					1	1
Ministry of Skill Development and Entrepreneurship, Government of India					4	5
Ministry of Social Justice and Empowerment					1	1
Grand Total	13	20	4	4	8	50

Figure 5- Fund Utilization Performance



Budget Allocation by Scheme Purpose: Core Findings and Efficiency Disparities

The breakdown of budgeted resources by scheme purpose—the intended use of funds—reveals significant efficiency disparities across budget categories. This analysis highlights which activities consume the largest share of resources and how effectively those resources are being deployed.

Administrative and Operational Expenditure dominates the portfolio, consuming ₹60,777 lakh (62.46% of total budget) across 6 schemes. The utilization rate for this category stands at 67.45%, indicating that administrative costs are being deployed but at a measured pace. The administrative category includes management personnel, office operations, facility maintenance, and overhead functions necessary to operate the ecosystem.

Training, the core mission of the skilling ecosystem, receives ₹21,712.35 lakh (22.31% of total budget) across 27 schemes. Yet this core activity exhibits the lowest utilization rate at 42.62%, with only ₹9,254.57 lakh actually expended. This dual constraint—minimal allocation coupled with poor execution—represents a critical vulnerability in the ecosystem.

Infrastructure Upgradation receives ₹13,151 lakh (13.51% of budget) across 8 schemes, with 59.36% utilization (₹7,806.53 lakh expended). Infrastructure investment reflects ongoing development of training facilities, equipment, and supporting systems.

Apprenticeship programmes receive ₹586 lakh (0.60% of total budget) across 3 schemes, with 57.90% utilization. Despite minimal allocation, apprenticeship represents a high-quality training pathway with strong employment outcomes and industry engagement potential.

Awareness and outreach receives ₹483 lakh (0.50% of budget) with only 12.95% utilization. The extremely low awareness spending, combined with abysmal utilization, suggests that beneficiary outreach and programme marketing are severely constrained. Weak awareness translates to lower demand, which in turn constrains utilization of training infrastructure and contributes to the high under-utilization documented above. Enhanced awareness investment could potentially unlock demand and improve overall ecosystem utilization.

Scholarships and financial support receive ₹120 lakh (0.12% of budget), with 69.98% utilization.

Infrastructure Upgradation receives R&D investments of ₹226 lakh (0.23% of budget), achieving 100% utilization. While the category represents a small share of total spending, full utilization indicates that research and development activities are proceeding on schedule.

Miscellaneous expenditure comprises ₹256.60 lakh (0.26% of budget) with 97.43% utilization, suggesting that ancillary spending is well-controlled and deployed.

Collective implications: The portfolio reflects 60.64% overall utilization with wide variance ranging from 12.95% (Awareness) to 100% (R&D). This variance indicates uneven implementation capacity across budget categories.

Table 5: Budget Allocation by Scheme Purpose

Scheme Purpose	RE 2024-25 (₹Lakh)	% of Total RE	Expenditure (₹Lakh)	Utilization %	No. of Schemes
Administrative & Operational	60777	62.46%	40991.3	67.45%	6
Apprenticeship	586	0.60%	339.28	57.90%	3
Awareness	483	0.50%	62.53	12.95%	1
Infrastructure Upgradation	13151	13.51%	7806.53	59.36%	8
Miscellaneous	256.6	0.26%	250	97.43%	3
R&D	226	0.23%	226	100.00%	1
Scholarships	120	0.12%	83.97	69.98%	1
Training	21712.35	22.31%	9254.57	42.62%	27
Grand Total	97311.95	100.00%	59014.18	60.64%	50

Figure 6 - Revised Estimate 2024-25 allocation scheme purpose wise (In percent)

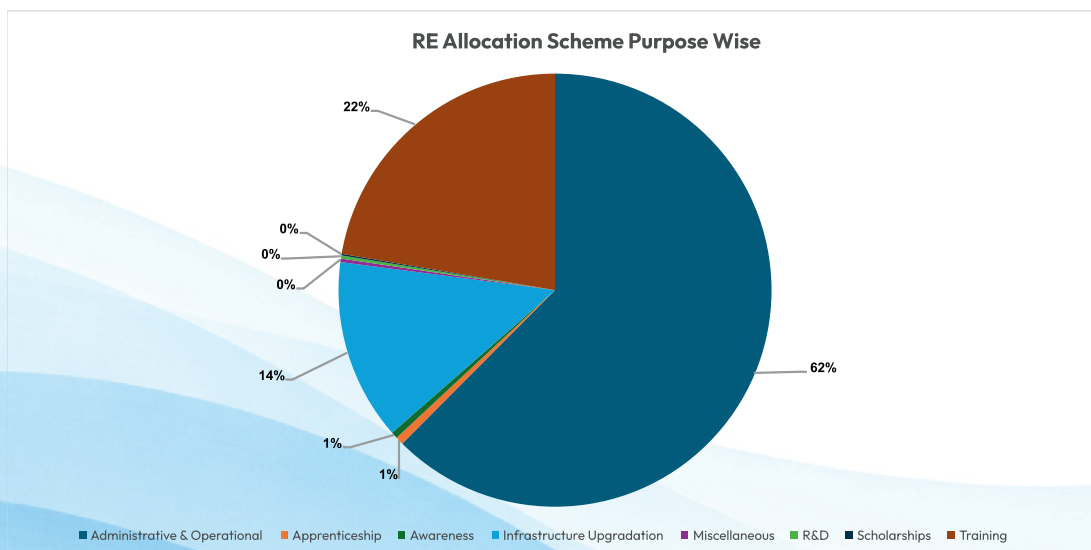
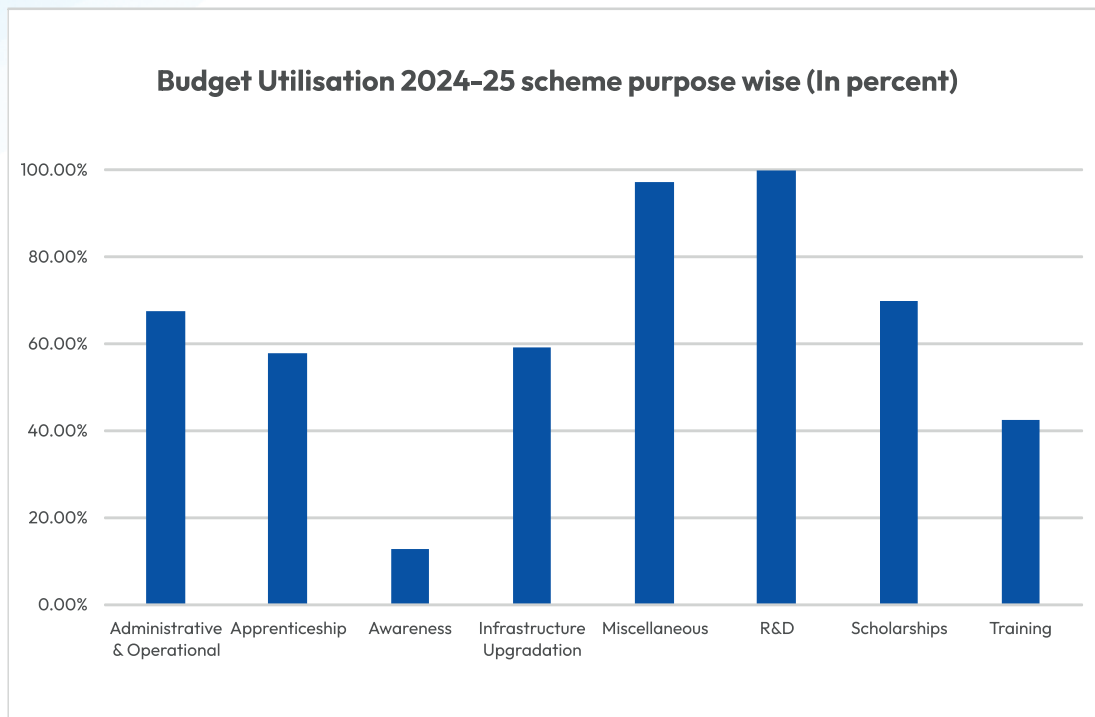


Figure 7- Budget Utilisation 2024-25 scheme purpose wise (In percent)



3. Targeting, Inclusion, and Beneficiary Reach Universal vs. Exclusive Scheme Architecture

Haryana's skilling ecosystem operates according to a mixed targeting model combining universal and exclusive schemes. Universal schemes (31 of 50 schemes) serve all eligible beneficiaries without demographic targeting and account for ₹83,415 lakh (85.72% of total budget). Exclusive schemes (19 of 50 schemes) deliberately target specific populations and account for ₹13,896.95 lakh (14.28% of budget).

Table 6: Universal vs. Exclusive Schemes

Targeting Type	Scheme Count	% of Schemes	Budget RE 2024-25 (₹ Lakh)	% of Budget
Exclusive	19	38.00%	13,896.95	14.28%
Universal	31	62.00%	83,415.00	85.72%
Grand Total	50	100.00%	97311.95	100.00%

Social Inclusion and Vulnerable Group Representation

The representation analysis across vulnerable populations reveals both diversity of targeting and significant underfunding of key groups.

Scheduled Castes (SC) emerge as the population with the strongest scheme representation, with 6 dedicated schemes receiving ₹4,496 lakh. This allocation reflects acknowledgement of structural labour-market disadvantages faced by SCs, who experience higher unemployment and lower occupational mobility than general populations. Yet with SCs representing approximately 19.3% of Haryana's population, allocation of only ₹4,496 lakh across 6 schemes suggests resources are thinly spread and may be insufficient for meaningful skill development at scale.

Women-focused schemes number 4 programmes receiving ₹3,509 lakh. Women represent 50% of the population and face significant barriers to formal

employment (workforce participation around 28.3% compared to 62.8% for males). The allocation reflects gender-responsive skilling policy, yet the financial envelope is modest relative to the scale of the population and the depth of barriers to employment women face.

Persons with Disabilities (PwD) are supported through a single scheme with ₹5,000 lakh allocation—one of the highest-funded targeted interventions. This reflects strong commitment to disability inclusion through the SEWA scheme, though programme count is limited to one. The concentration of disability funding in a single scheme carries operational risk should that programme face implementation challenges.

Artisans (2 schemes, ₹300 lakh) receive minimal allocation despite their strategic importance in maintaining heritage skills and contributing to cultural preservation. The low allocation reflects limited state funding despite central schemes such as PM Vishwakarma providing supplementary support.

Jail inmates (2 schemes, ₹587.35 lakh) are targeted through state correctional system schemes, reflecting the government's commitment to rehabilitation and skill development within the criminal justice system. Yet allocation is limited, constraining the scale of skilling provision available to incarcerated populations.

Adolescent girls (1 scheme, ₹0.60 lakh) receive nominal allocation despite representing a critical target population for skills development and economic empowerment. The Rajiv Gandhi Scheme for Empowerment of Adolescent Girls (SABLA) with ₹0.60 lakh allocation is so minimally funded as to be symbolic rather than substantive.

Minority communities (1 scheme, ₹1 lakh) are similarly allocated negligible resources through the Pradhan Mantri Jan Vikas Karyakram scheme variant, limiting targeted outreach to minority populations.

Highly marginalized populations—such as waste pickers, safai karamcharis, and economically weaker sections—are theoretically covered through a single centrally-funded PM-DAKSH scheme variant with zero recorded state budget allocation (RE = ₹0 lakh). This indicates that while policy intent to serve these populations exists through central schemes, state-level resources specifically designated for this purpose are absent.

Implications of representation patterns: The distribution reveals both an inclusive orientation toward diverse populations and a systematic underfunding of targeted support. SCs and women receive the largest allocations among targeted groups, yet remain underfunded relative to population size and disadvantage magnitude. Artisans, adolescent girls, minorities, and the most marginalized populations receive nominal or zero allocations, suggesting that policy intent is not matched by financial commitment. Additionally, the fragmentation of targeted support across multiple schemes and departments (SC support across Skill Development, WCD, and Technical Education; women support across multiple departments) may create beneficiary confusion and administrative inefficiency.

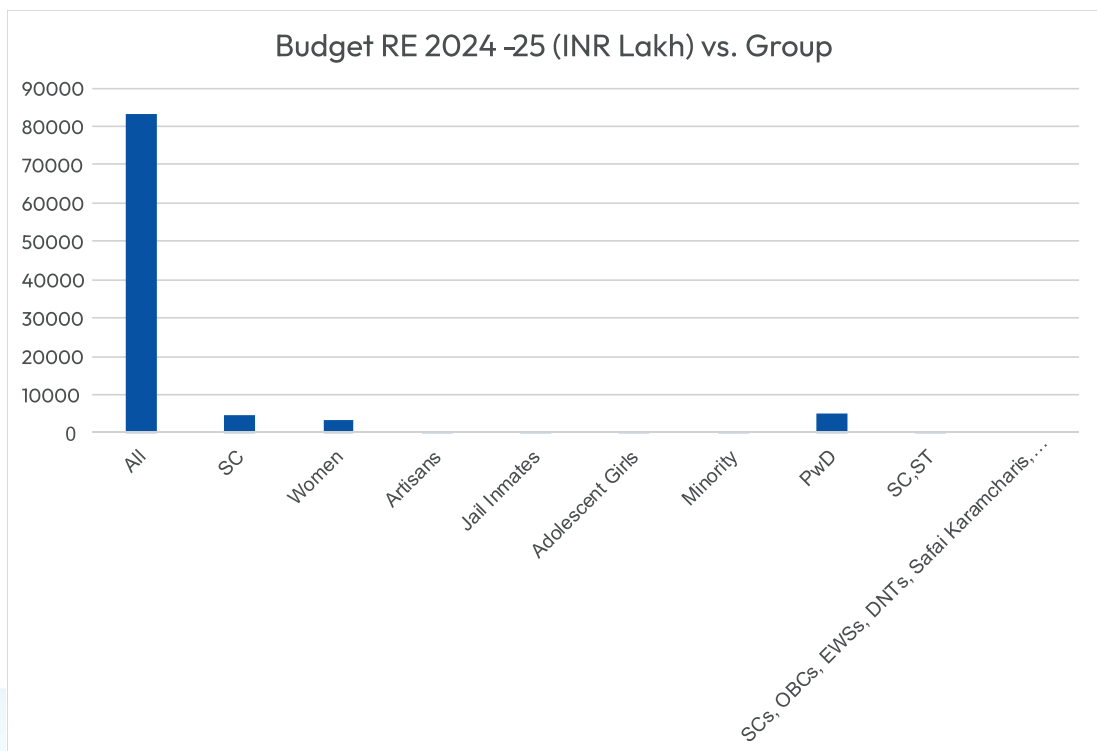
Table 7: Groups with Representation

Group	Schemes	Budget RE 2024-25 (₹ Lakh)
All (Universal)	31	83,415.00
SC	6	4,496.00
Women	4	3,509.00
Artisans	2	300
Jail Inmates	2	587.35
Adolescent Girls	1	0.6
Minority	1	1
PwD	1	5,000.00
SC, ST	1	3
SCs, OBCs, EWSs, DNTs, Safai Karamcharis, including Waste pickers	1	0
Grand Total	50	97,311.95

Figure 8- Revised Estimate 2024-25 vs Target Group (in percent)



Figure 9- Target Group wise budget allocation 2024-25



4. Governance, Convergence, and System Coherence

Overlaps and Redundancies: Mapping Scheme Duplication

A review of Haryana's skilling ecosystem reveals that numerous schemes—across both state and central levels—target similar beneficiary groups and deliver comparable training content, resulting in significant operational overlap. This duplication creates inefficiencies in resource allocation, beneficiary routing, and outcome tracking.

General Short Term Training shows substantial overlap. The state implements approximately 20 schemes offering short-term vocational courses across multiple departments. Simultaneously, central government operates approximately 7 major schemes including PMKVY, NULM, DAY-NRLM, and apprenticeship initiatives that similarly offer short-term vocational training. Both layers target jobseekers and youth, often in overlapping occupational categories and geographic areas. This redundancy creates potential beneficiary confusion, inefficient use of instructor capacity, and duplication of training content development.

SC/ST skills development shows acute duplication. The state operates 8 dedicated schemes for SC/ST populations across multiple departments, including schemes within Skill Development, WCD, and Technical Education. These state schemes overlap substantially in purpose and content with the central PM-DAKSH scheme, which specifically targets SCs, OBCs, economically weaker sections (EWSs), safai karamcharis (waste workers), and waste pickers. Beneficiaries from eligible SC/ST/OBC populations face choices between state and central schemes, often without clear guidance about which programme best matches their needs.

Artisan and heritage skills training shows parallel efforts. The state operates schemes such as Guru Shishya Kaushal Samman Yojana, providing training and support to artisans in traditional trades. This aligns with similar objectives of the central PM Vishwakarma scheme, which provides skill training, toolkits, and capacity-building support to traditional craftspeople. Both programmes serve similar beneficiary populations and offer comparable interventions, creating redundancy.

Minority community development similarly shows overlap. The state runs a scheme for development of minorities under the Pradhan Mantri Jan Vikas Karyakram (PMJVK), paralleling central government objectives for minority economic development.

Table 8A: Identified Overlaps

Area	State Programs	Central Programs
General Training	20 schemes	7 schemes
SC/ST Support	8 schemes	PM-DAKSH
Women Programs	3 schemes	Drone Didi
Artisan Support	Guru Shishya	PM Vishwakarma
Minority Dev.	1 scheme	PM Jan Vikas

Table 8B: Identified Overlaps

Group	Department	Center	State	Grand Total
Adolescent Girls	WCD		1	1
All	Civil Aviation		1	1
	Department of Skill Development		13	13
	Ministry of Skill Development and Entrepreneurship, Government of India	5		5
	MSME		1	1
	Rural Development		5	5
	Secondary Education		1	1
	Technical Education		4	4
	ULB		1	1
Artisans	Department of Skill Development		1	1
	Ministry of Micro, Small & Medium Enterprises	1		1
Jail Inmates	Jails		2	2
Minority	Rural Development		1	1
PwD	SEWA		1	1
SC	Department of Skill Development		3	3
	Technical Education		1	1
	WCD		2	2
SC,ST	Department of Skill Development		1	1
SCs, OBCs, EWSs, DNTs,	Ministry of Social Justice and Empowerment	1		1
Women	Ministry of Agriculture & Farmers' Welfare	1		1
	Sainik and Ardh-sainik		2	2
	WCD		1	1
Grand Total		8	42	50

State vs. Central Program Misalignment: Efficiency and Coherence Gaps

Central schemes account for approximately 220,270 beneficiaries (64.5% of total beneficiaries trained or targeted in 2024–25) across only 8 schemes. This implies an average of approximately 27,534 beneficiaries per central scheme. Yet these central schemes show zero recorded budget allocation (RE 2024–25 = ₹0 lakh) within Haryana's state-level financial reporting system. This indicates that while central schemes are delivering substantial training volume in Haryana, they are not recorded under the state budget.

In contrast, state schemes operate 42 programmes with a combined allocation of ₹97,311.95 lakh, anticipating training of only 121,320 beneficiaries (35.5% of total targets). This implies an average of approximately 2,317 beneficiaries per state scheme—roughly 12 times lower efficiency compared to central schemes.

Table 9: State vs. Central Training

Level	Number of Schemes	Target/Trained in 2024-25	RE 2024-25 (₹ Lakh)
Central	8	2,20,270	0.00
State	42	1,21,320	97,311.95
Grand Total	50	3,41,590	97,311.95

This inverted efficiency ratio signals several problems:

First, the state's financial reporting system does not integrate central scheme allocations and outcomes, creating apparent budget-outcome misalignment. The central schemes show no recorded state funding because they are centrally financed and managed. Yet their substantial training volume occurs within Haryana and should be part of the state's integrated skills planning.

Second, the efficiency disparity between central (27,534 beneficiaries/scheme) and state schemes (2,317 beneficiaries/scheme) suggests that central schemes

operate at substantially larger scale per programme. This may reflect centralized procurement, standardized curricula, established delivery partnerships, and more efficient administrative models that the state might learn from.

Third, the absence of integrated planning between state and central schemes means that each layer operates independently. Beneficiary demand is not consolidated; training locations are not optimized across programmes; instructor resources are not deployed strategically across state and central schemes; and outcome tracking remains fragmented.

5. Key Systemic Gaps and Bottlenecks Budgeting and Fiscal Discipline Challenges

Multiple systemic challenges constrain budgeting and fiscal discipline within Haryana's skilling ecosystem. The 23.94% downward revision from Budget Estimate to Revised Estimate signals that initial budget planning lacks adequate accuracy or that in-year fiscal constraints force substantial reductions. The recurrence of such revisions across multiple years would indicate chronic planning weakness requiring systemic remedy.

The 40% of budget remaining unutilized at year-end, combined with 40% of schemes operating at <30% utilization, suggests that departments lack either adequate absorptive capacity or faces external constraints on fund deployment. The specific bottlenecks require investigation.

The concentration of under-utilization in the Training category (42.62% utilization despite being the core mission) despite only 22.31% budget allocation suggests that training delivery faces acute absorptive capacity constraints. This warrants prioritized investigation and remediation, as training is the primary mechanism through which the ecosystem produces beneficiary outcomes.

Execution and Implementation Efficiency Gaps

The disparity between budget estimates, revised estimates, and actual expenditure indicates weak linkages between planning and execution. Additionally, the 40% proportion of schemes in high under-utilization suggests that departments lack systematic mechanisms to diagnose implementation bottlenecks and apply corrective measures mid-year.

The limited proportion of schemes (8%) achieving optimal or near-optimal utilization indicates that few replicable models of efficient execution are available for dissemination. Identifying and systematizing the practices of high-performing schemes should constitute a priority operational improvement.

Inclusion and Targeting Effectiveness Concerns

The allocation of 85.72% of budget to universal schemes while 14.28% serves explicitly targeted vulnerable populations raises concerns about equity outcomes. While universal schemes support scale, they may inadvertently exclude populations facing systemic access barriers unless accompanied by robust targeted programmes. The current allocation appears insufficient to substantially shift inclusion patterns.

The nominal allocations to artisans (₹300 lakh), minorities (₹1 lakh), adolescent girls (₹0.60 lakh), and marginalized populations (₹0 lakh) suggest that while these populations are acknowledged in policy, actual resource commitment is minimal.

6. Policy Recommendations

- **Establish A Statewide Labour Market Intelligence & Future Jobs report-**
Create a permanent Labour Market Intelligence (LMI) and Future Jobs report within the Skill Development Department to generate demand projections, emerging occupation trends, sector growth analysis, and district job forecasts. This will strengthen annual planning, reduce budget volatility, and support anticipatory skilling—laying the foundation for a Future Jobs Report for Haryana.

Best Practice- A compelling international example of integrated labour market and skills information systems is Singapore's SkillsFuture ecosystem. Through platforms such as MySkillsFuture and related digital services, Singapore provides a unified, data-driven portal that links labour market insights with training options, career guidance, and job-matching tools. MySkillsFuture offers industry insights, occupational outlooks and training exchanges that enable individuals, employers and training providers to make informed decisions about skills development and employment pathways throughout a person's working life. This approach harnesses real-time skills intelligence to support lifelong learning and workforce planning, thereby aligning education and training investments with evolving job opportunities.⁵

- **Launch of the Haryana Green Skills Mission** - Create a dedicated Green Skills Mission to build a climate-resilient, future-ready workforce aligned with Haryana's EV, renewable energy, waste management, and sustainable agriculture priorities.

Best Practice 1 - In Europe, multi-country initiatives such as YENESIS (Youth Employment Network for Energy Sustainability in Islands) have trained young people across Estonia, Greece, Italy, Norway, Portugal and Spain in energy sustainability, internships, and climate adaptation skills, creating pathways into green sectors and integrating entrepreneurship support.⁶

Best Practice 2- In the Middle East, the Global Green Growth Institute (GGGI) partnered with the Government of Jordan to implement a targeted green skills training programme, equipping nearly 1,600 youth, women and refugees with market-relevant competencies in priority areas of renewable energy, sustainable water management and green enterprises — demonstrating how

⁵<https://jobsandskills.skillsfuture.gov.sg/>

⁶<https://yenesplatform.eu/>

government–multilateral cooperation can expand inclusive access to green jobs.⁷

- **Institutionalize a Multi-Department Skills Coordination Platform-** Create a high-level “Haryana Skills Coordination Council” chaired by the Additional Chief Secretary with biannual reviews. The council should oversee convergence, monitor fund utilization, track training outcomes, and align all departments to a unified skills strategy—reducing the structural vulnerabilities created by departmental silos.
- **Introduce an Annual Skills Budget Rationalization Exercise-** Institutionalize an annual review mechanism to assess BE–RE variance, identify structurally over- or under-budgeted schemes, and adopt a “Zero-Based Budgeting for Skills” approach. This will correct the 23.94% BE-to-RE deviation and ensure greater fiscal discipline across departments.

Best Practice- For strengthening fiscal discipline and strategic alignment in public budgeting, the Organisation for Economic Co-operation and Development (OECD) has outlined good practices in performance-informed and results-oriented budgeting. According to the OECD, performance budgeting shifts the emphasis from input-centric allocations to measurable outcomes, aligning expenditure with strategic goals and improving transparency and accountability in public finance. It emphasises the systematic use of performance information in budget decisions, linking programme design to national priorities and facilitating regular review of spending efficiency and results. Additionally, the core principle of Zero-Based Budgeting (ZBB)—requiring all expenditures to be justified each budget cycle, rather than relying on incremental historical funding—helps eliminate low-value allocations and focuses resources on high-impact interventions. Together, performance budgeting principles and ZBB approaches are widely recognised as best practices for enhancing budget rationalisation, improving fiscal discipline, and ensuring that budget allocations are driven by evidence, strategic fit and anticipated outcomes.⁸

- **Introduce Targeted Equity Windows for Vulnerable Populations-** Create dedicated equity windows for Scheduled Castes, women, PwDs, minorities, and artisans to ensure proportional and adequate financing. This includes minimum allocation benchmarks aligned to population share and labour-

market disadvantage. Such windows will strengthen inclusive skilling and reduce the current 14.28% allocation to exclusive schemes.

Best Practice- International practice highlights that inclusion must be deliberately designed into skills systems to ensure that vulnerable groups benefit from transitions to greener, more digital economies. In the U.S., the “Pathways Out of Poverty” (POP) initiative under the Department of Labor focused on training low-income participants, including those from underrepresented communities. This programme paired basic literacy, job readiness and sectoral skills training with supportive services—addressing barriers such as transportation and childcare—to create more equitable access to emerging labour markets.⁹

- **Build District-Level Delivery Capacity through Youth Employability Service Centre-** Establish district-level Youth Employability Service Centres (ISCs) that consolidate training delivery across schemes, reduce duplication, and improve monitoring. ISCs would address the current weak outreach (awareness spending only 12.95% utilized) and serve as last-mile hubs to unlock demand in rural and peri-urban areas.

Best Practice- An instructive model for strengthening district-level delivery capacity is the Youth Employability Service (YES) Centre initiative implemented by the Government of Maharashtra in partnership with the United Nations Development Programme (UNDP). The YES Centre operates as a district-level, one-stop employability platform providing integrated services including career counselling, job readiness training, digital literacy support, apprenticeship facilitation, employer connect, and post-placement tracking. Unlike traditional training centres, the YES model focuses on bridging the last-mile gap between skilling and employment outcomes by combining counselling, labour market information, and industry linkage within a unified institutional framework. The model also places strong emphasis on inclusion, particularly women and rural youth, through structured outreach and tailored employability services. By embedding standardized operating procedures, digital tracking systems, and outcome-based monitoring, the YES Centre demonstrates how district-level institutional architecture can improve placement rates, reduce fragmentation across schemes, and strengthen convergence between government departments and private employers.¹⁰

⁹ <https://obamawhitehouse.archives.gov/the-press-office/2011/10/14/obama-administration-releases-creating-pathways-opportunity-report-high>
¹⁰ <https://www.undp.org/sites/g/files/zskgke326/files/2023-07/Youth%20Employability%20Service%20Center%20Operation%20Manual.pdf>

- **Strengthen Data Integration Between State and Central Schemes-** Develop a unified skilling data stack integrating state schemes with central programmes such as PM-DAKSH, PM Vishwakarma, and NAPS. Given that central schemes train 64.5% of beneficiaries with zero budget reflected in the state financial system, harmonization is essential for holistic planning and monitoring.
- **Strengthen Fund Utilization through Outcome-Based Disbursement-** Shift from input-based to outcome-based budget releases by linking tranches to measurable milestones such as enrolments, completions, certification, and placement. This will directly address the high under-utilization category (20 schemes below 30% utilization) and help channel funds toward actual training delivery rather than administrative overheads.
- **Rationalize and Consolidate Overlapping Schemes Across Departments-** Undertake a convergence exercise to merge or cluster schemes that serve similar target groups or deliver similar training content (e.g., SC skilling across three departments; women's schemes across four departments). Consolidation will reduce fragmentation, lower administrative spending (currently 62.46%), and improve scheme visibility for beneficiaries.
- **Rebalance Budget Allocation Toward Training and Apprenticeship Delivery-** Reorient the portfolio to increase allocation and utilization for core training (currently 22.31% of RE) and apprenticeships (0.60%). Prioritize demand-led apprenticeship models through an “Apprenticeship Promotion Fund,” expanding industry participation and enhancing job-readiness.
- **Adopt a Unified Monitoring & Public Accountability Framework-** Deploy a real-time, digital Output–Outcome Dashboard across all schemes, featuring standard indicators on utilization, enrolment, placement, gender and social inclusion metrics, and geospatial coverage. Publishing quarterly performance scorecards will enhance transparency and incentivize departments to improve execution.

7. Conclusion

Haryana's skilling ecosystem reflects a significant fiscal and institutional commitment toward building a future-ready workforce. However, as the State progresses toward its Vision 2047 targets—98% digital literacy, 45% Female Labour Force Participation, 95% employability, and 50% active Industry–Academia partnerships—the current architecture must evolve from a fragmented, scheme-centric structure into a strategically aligned, outcome-driven system.

The diagnostic assessment highlights structural inefficiencies that may impede the achievement of these ambitions. These include unutilized fiscal capacity, uneven fund utilization across schemes, duplication between State and Central interventions, weak convergence mechanisms, underinvestment in targeted inclusion (particularly for women and vulnerable groups), and limited integration between education, skilling, and industry demand systems.

Budget planning demonstrates inconsistent forecasting discipline, with instances of both over- and under-budgeting across schemes. Utilization performance remains highly uneven, with nearly 40% of schemes operating at critically low expenditure levels, while only a small proportion demonstrate optimal efficiency. The current distribution of resources—where administrative expenditure (62.46%) substantially outweighs direct training delivery (22.31%)—signals a need to realign fiscal priorities toward frontline skill formation, digital capability expansion, and industry-linked employability pathways.

At the same time, the scale of investment and institutional presence provides a strong foundation for reform. With improved fiscal forecasting, performance-linked budgeting, strengthened State–Central convergence, deeper industry engagement, sharper gender-responsive targeting, and integration of digital literacy and apprenticeship pathways, Haryana can reposition its skilling ecosystem to directly accelerate Vision 2047 outcomes.

The pathway forward is not merely about increasing expenditure, but about improving efficiency, equity, and employability impact per rupee spent. By embedding convergence, accountability, and demand-responsiveness into the system, Haryana can transform its skilling architecture into a coherent education-to-employment continuum—capable of delivering both scale and measurable results by 2047.

Annexure 1- List of Schemes included in study

S.No.	State/Center	Department	Scheme
1	Center	Ministry of Skill Development and Entrepreneurship, Government of India	Pradhan Mantri Kaushal Vikas Yojna
2	Center	Ministry of Micro, Small & Medium Enterprises	PM Vishwakarma Scheme
3	Center	Ministry of Skill Development and Entrepreneurship, Government of India	Craftsman Training Scheme
4	Center	Ministry of Agriculture & Farmers' Welfare	Drone Didi Scheme
5	Center	Ministry of Skill Development and Entrepreneurship, Government of India	World Skill Competition
6	Center	Ministry of Social Justice and Empowerment	Pradhan Mantri Dakshta Aur Kushalta Sampann Hitgarhi (PM-DAKSH) Yojana
7	Center	Ministry of Skill Development and Entrepreneurship, Government of India	JSS
8	Center	Ministry of Skill Development and Entrepreneurship, Government of India	NAPS
9	State	Civil Aviation	Scholarship & Stipends
10	State	Department of Skill Development	Guru Shishya Kaushal Samman Yojana
11	State	Department of Skill Development	Loans to Shri Vishwakarma Skill University at village Dudhola District Palwal
12	State	Department of Skill Development	Establishment of State Youth Commission
13	State	Department of Skill Development	Youth Development Scheme
14	State	Department of Skill Development	Skill Development for Scheduled Castes students
15	State	Department of Skill Development	Modernisation of Machinery & Equipment

S.No.	State/Center	Department	Scheme
16	State	Department of Skill Development	Skill Acquisition and Knowledge Awareness for Livelihood project (SANKALP).
17	State	Department of Skill Development	National Apprenticeship Promotion Scheme
18	State	Department of Skill Development	Establishment of Haryana Skill Development Mission
19	State	Department of Skill Development	Skill Development for Scheduled Castes students
20	State	Department of Skill Development	Up-Gradation of ITIs into Model ITIs
21	State	Department of Skill Development	Skill Strengthening for Industrial Value Enhancement (STRIVE)
22	State	Department of Skill Development	Organising Special Training for S.C., S.T. under Special Central Assistance System
23	State	Department of Skill Development	Training Building for Scheduled Castes Wings
24	State	Department of Skill Development	Creation of Infrastructure for Development of Industrial Training
25	State	Department of Skill Development	Directorate of Industrial Training & Vocational Education Renamed as Skill Development and Industrial Training - Establishment Expenses
26	State	Department of Skill Development	Apprentices Training of Skilled Craftsmen.
27	State	Department of Skill Development	Irrecoverable Loans Written Off
28	State	Jails	District Jails.
29	State	Jails	Central Jails.
30	State	MSME	Establishment of Centre of Excellence for Internet of things in Haryana
31	State	Rural Development	Deen Dayal Upadhyaya Grameen Kaushalya Yojana (NRLM, DDU-GKY) (Project, Admn.)

S.No.	State/Center	Department	Scheme
32	State	Rural Development	Deen Dayal Upadhyaya Grameen Kaushalya Yojana (NRLM, DDU-GKY) (Project, Admn.) for SCSP
33	State	Rural Development	Scheme for Rural Self Employment Training Institute (RSETI)
34	State	Rural Development	Project UNNATI (MGNREGA) -Normal
35	State	Rural Development	Swaran jayanti khand utthan Yojana - Normal Plan
36	State	Rural Development	Scheme for Development of Minority under Pradhan Mantri Jan Vikas Karyakram (PMJVK)
37	State	Sainik and Ardhsainik	Provision for Financial Assistance to War Widows of Defence Forces Personnels
38	State	Sainik and Ardhsainik	Provision for financial assistance to widows of ESM not in receipt of family pension
39	State	Secondary Education	Administrative staff -Information Communication Technology (ICT) Schools
40	State	SEWA	State Level Project/Home for Mentally Handicapped
41	State	Technical Education	Merit cum means Scholarships
42	State	Technical Education	Setting up of Indian Institute of Information Technology (IIIT), Killohard, Sonapat.
43	State	Technical Education	For establishing computer lab exclusively for SC students in each Government Aided Polytechnics and Govt. Technical Universities
44	State	Technical Education	Community Development Through Polytechnics
45	State	Technical Education	Modernisation of existing Polytechnic
46	State	ULB	National Urban Livelihood Mission

S.No.	State/Center	Department	Scheme
47	State	WCD	Rajeev Gandhi Scheme for Empowerment of Adolescent Girls (RGSEAG)-SABLA
48	State	WCD	Financial assistance to Scheduled Castes families by Haryana Women Development Corporation
49	State	WCD	Financial assistance to Scheduled Castes adolescent girls under Rajiv Gandhi Scheme for Empowerment of adolescent girls (SABLA)
50	State	WCD	Home-cum-Vocational Training production Centres for Young Girls/Women & Destitute Women and Widows

Annexure 2: List of Abbreviations

Abbreviation	Full Form
ACS	Additional Chief Secretary
BE	Budget Estimate
DAY-NRLM	Deendayal Antyodaya Yojana – National Rural Livelihoods Mission
DDU-GKY	Deen Dayal Upadhyaya Grameen Kaushal Yojana
DNTs	Denotified Tribes
EWS	Economically Weaker Sections
FLFP	Female Labour Force Participation
FY	Financial Year
GGGI	Global Green Growth Institute
ISC	Integrated Skill Centre / Youth Employability Service Centre
JSS	Jan Shikshan Sansthan
LMI	Labour Market Intelligence
MSME	Micro, Small and Medium Enterprises
NA	Not Available
NAPS	National Apprenticeship Promotion Scheme
NULM	National Urban Livelihoods Mission
OBC	Other Backward Classes
OECD	Organisation for Economic Co-operation and Development

Abbreviation	Full Form
PM-DAKSH	Pradhan Mantri Dakshta Aur Kushalta Sampann Hitgrahi Yojana
PMKVY	Pradhan Mantri Kaushal Vikas Yojana
PwD	Persons with Disabilities
R&D	Research and Development
RE	Revised Estimate
RSETI	Rural Self Employment Training Institute
SC	Scheduled Castes
SDGCAC	SDG Coordination and Acceleration Centre
SJHIFM	Swarna Jayanti Haryana Institute for Fiscal Management
ST	Scheduled Tribes
ULB	Urban Local Body
UNDP	United Nations Development Programme
ZBB	Zero-Based Budgeting



SDGCAC

SUSTAINABLE DEVELOPMENT GOALS
COORDINATION AND ACCELERATION CENTRE