



Swarna Jayanti Haryana Institute of Fiscal Management,
Govt. of Haryana

OUTPUT-1
Data & Governance Analyst

Workshop Report

**Output Outcome Monitoring Framework Capacity Building
Workshop for Departments - 29th January 2026 to 6th February 2026**



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Executive Summary

The Government of Haryana has embarked on a transformative journey towards results-based governance, prioritizing tangible developmental impacts over mere financial expenditures. Central to this reform is the implementation of the Output-Outcome Monitoring Framework (OOMF), a strategic tool designed to link budgetary allocations directly to specific, measurable deliverables and long-term goals. To operationalize this vision for the FY 2026-27 budget cycle, the SDG Coordination & Acceleration Centre (SDGCAC), organized a comprehensive series of Capacity Building Workshops from January 29th to February 6th, 2026.

This report documents the proceedings, methodology, and outcomes of these six intensive sessions held at Panchkula. The primary objective was to equip senior nodal officers and program-level officials from 48 government departments with the technical expertise required to formulate robust OOMF matrices. Unlike traditional training programs, this workshop series adopted a highly interactive, cluster-based approach, integrating innovative AI-based tools with hands-on drafting exercises to ensure practical learning.

Key Highlights and Achievements

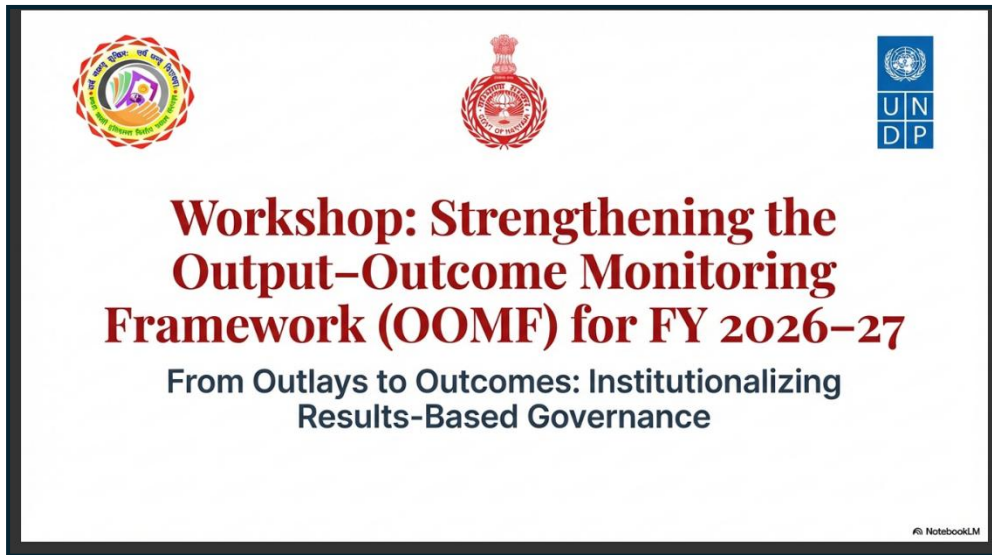
- **Comprehensive Participation:** Senior representatives from 48 departments participated across six scheduled sessions aligning with the themes of the Haryana Vision 2047, demonstrating high-level institutional commitment.
- **Innovation in Training:** For the first time, an interactive AI-based tool was deployed to facilitate the understanding of complex concepts like the "Results Chain" (Inputs → Activities → Outputs → Outcomes). This tool significantly accelerated the learning curve by providing real-time feedback and gamified quizzes.
- **Tangible Outputs:** The workshops resulted in the collaborative drafting and refinement of OOMF matrices for all participating departments. Officers successfully differentiated between "output" (quantitative deliverables) and "outcome" (qualitative impact) indicators, a critical requirement for the upcoming budget presentation.
- **Strategic Alignment:** The exercises ensured that departmental schemes were not viewed in isolation but were aligned with the broader developmental milestones of Haryana Vision 2047 and the Sustainable Development Goals (SDGs).

Outcomes and Way Forward

The immediate outcome of this capacity-building initiative is the readiness of departments to submit quality OOMF documents by the February 2026 deadline. Beyond immediate compliance, the workshops have laid the groundwork for a long-term cultural shift towards evidence-based planning. The establishment of dedicated support channels via WhatsApp groups ensures continuous technical handholding.

Moving forward, it is recommended to institutionalize such capacity-building interventions as a regular feature of the state's budget calendar. The successful deployment of the AI tool suggests potential for scaling digital training modules for department and district-level officers. Ultimately, the robust implementation of OOMF will enhance transparency, accountability, and the efficiency of public spending in Haryana, directly contributing to the welfare of its citizens.

1. BACKGROUND AND CONTEXT



The Government of Haryana continues to pioneer governance reforms aimed at maximizing the value of public expenditure. Historically, government performance monitoring has predominantly focused on financial utilization—tracking how much budget was spent rather than what was achieved. Recognizing the limitations of this approach, the State has committed to a paradigm shift towards results-based budgeting. The Output-Outcome Monitoring Framework (OOMF) serves as the cornerstone of this reform, mandated to ensure that every rupee spent is intrinsically tied to specific, measurable deliverables (Outputs) and broader developmental goals (Outcomes).

In alignment with the ambitious Haryana Vision 2047, the state administration is moving towards a system where budget approvals are contingent upon the definition of clear result chains. For the upcoming Fiscal Year 2026-27, the integration of OOMF into the budgeting process is no longer optional but a mandatory prerequisite. This strategic shift necessitates a fundamental change in how departments plan, execute, and monitor their schemes.

1.1 The Need for Capacity Building

While the policy intent for OOMF is clear, its successful implementation requires significant technical capacity at the departmental level. Mapping diverse departmental schemes—ranging from infrastructure projects to social welfare programs—into a standardized framework involves complex technical nuances. Officers must be able to distinguish between:

- **Outputs:** The direct products of government activities (e.g., number of schools built, kilometers of road constructed).

- **Outcomes:** The socio-economic changes resulting from those outputs (e.g., improved literacy rates, reduced travel time).

Without this conceptual clarity, OOMF submissions risk becoming mere administrative formalities rather than tools for strategic management. To bridge this gap, the SDG Coordination & Acceleration Centre (SDGCAC), in partnership with the Swarna Jayanti Haryana Institute for Fiscal Management (SJHIFM), conceptualized a series of intensive capacity-building workshops.

1.2 Strategic Relevance

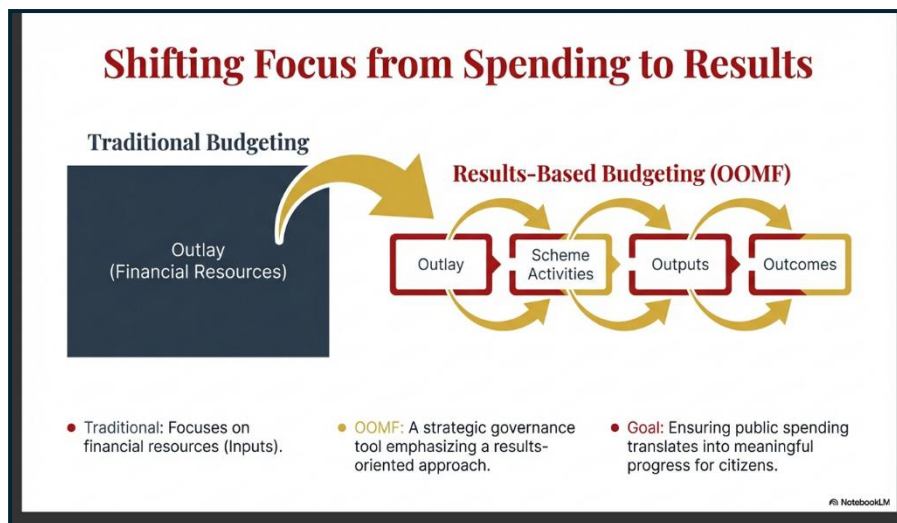
These workshops were timed critically before the budget formulation window for FY 2026-27. By engaging senior nodal officers from 48 key departments, the initiative aimed to ensure that the state's budget is not just a financial statement but a roadmap for tangible development. The exercise also serves to align state-level schemes with the Sustainable Development Goals (SDGs), ensuring that Haryana remains a frontrunner in sustainable development reporting nationally.

2. WORKSHOP OBJECTIVES

The consultative workshop series was designed with specific, actionable objectives to facilitate the seamless adoption of the OOMF for the FY 2026-27 budget cycle. The primary goals were:

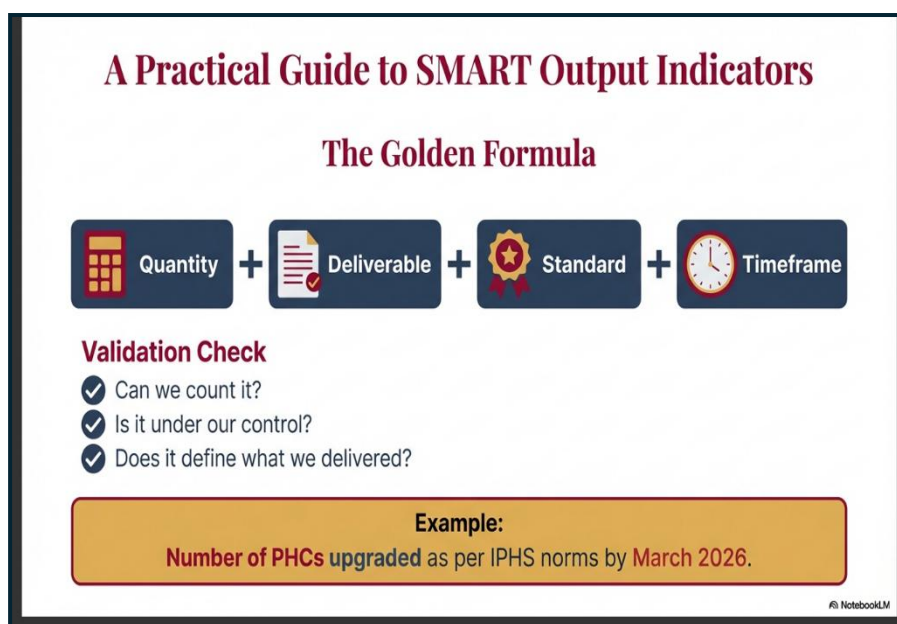
2.1 Strengthening Institutional Understanding

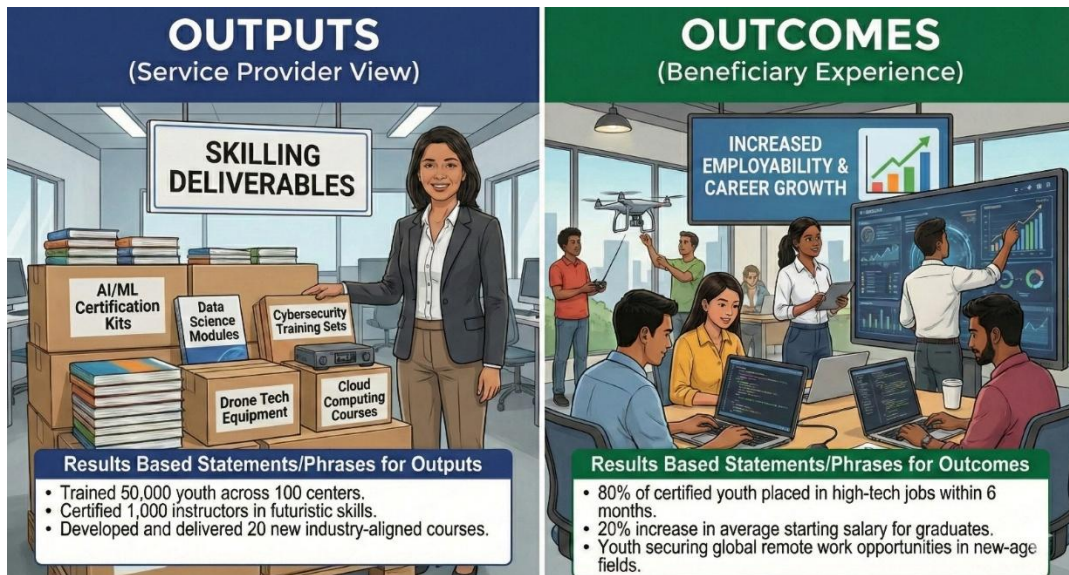
To build a robust institutional understanding of the Results Chain Framework (Inputs → Activities → Outputs → Outcomes → Impacts). The objective was to move beyond theoretical knowledge and enable participants to apply this logic to their specific departmental schemes.



2.2 Technical Capacity Enhancement

To equip departmental nodal officers with the skills to differentiate between Output indicators (quantitative measures of delivery) and Outcome indicators (qualitative measures of change or benefit). Emphasis was placed on applying SMART criteria (Specific, Measurable, Achievable, Relevant, Time-bound) to all indicators.





Infographic shared during workshop

2.3 Standardization of Reporting

To familiarize officers with the standardized OOMF templates required for FY 2026-27 reporting. This ensures uniformity across diverse departments, facilitating better compilation, analysis, and monitoring at the state level.

2.4 Strategic Alignment with SDGs

To align departmental schemes with SDG-linked tangible outputs. This objective ensures that departmental performance contributes directly to the state's performance on national and international sustainable development indices.

2.5 Process Improvement

To identify and address process bottlenecks in data collection and evidence-based planning. The workshops aimed to foster a culture of data-driven decision-making where scheme performance is evaluated based on verifiable evidence.

3. WORKSHOP ORGANIZATION AND LOGISTICS

The workshop series was meticulously planned and executed to ensure maximum participation and effectiveness.

Table 1: Workshop Agenda

COMPONENT	DETAILS
Organizers	SDG Coordination & Acceleration Centre (SDGCAC) Swarna Jayanti Haryana Institute for Fiscal Management (SJHIFM)
Dates	January 29, February 2, 3, 4, 5, and 6, 2026 (6 Sessions)
Time	11:00 AM – 1:30 PM (Daily)
Venue	Conference Hall, SJHIFM, IP-9, Sector 3, Panchkula, Haryana
Target Audience	Senior Nodal Officers and Programme-level officials from 48 Government of Haryana departments.
Resource Persons	<ul style="list-style-type: none"> - Mr. Vikas Verma, Project Head, SDGCAC – UNDP - Mr. Rishi Raj Sharma, SDG Decentralization Analyst, SDGCAC - Ms. Priya Sadhu, Data & Governance Strengthening Analyst, SDGCAC
Technical Support	SDGCAC Technical Team (Data entry support, AI tool management)

4. RESULTS CHAIN FRAMEWORK - CONCEPTUAL FOUNDATION

The core pedagogical framework for the workshop was the "Results Chain," a logical model that links resources to results. A clear understanding of this framework is critical for the effective implementation of OOMF.

4.1 Understanding the Results Chain

The Results Chain provides a structured way of thinking about government interventions. It breaks down the lifecycle of a scheme into five distinct stages:

- **Inputs:** The financial, human, and material resources used for the intervention.
- **Activities:** The actions taken or work performed through which inputs are mobilized to produce specific outputs.
- **Outputs:** The direct products, capital goods, and services which result from a development intervention. These are usually "what we do" or "what we build."
- **Outcomes:** The likely or achieved short-term and medium-term effects of an intervention's outputs. These represent "what we wish to achieve."
- **Impact:** Positive and negative, primary and secondary long-term effects produced by a development intervention.

4.2 INPUTS (Resources Deployed for Workshop)

To ensure the success of this capacity-building exercise, significant resources were mobilized:

- **Technical Expertise:** A dedicated team from SDGCAC comprising data analysts, governance experts, and fiscal management specialists.
- **Training Materials:** Customized presentations, OOMF templates, Ministry of Finance guidelines, DMEO templates for each nodal Ministry and sector-specific case studies.
- **Technology Infrastructure:** Development and deployment of a custom AI-based interactive tool for hands-on learning, along with necessary IT hardware.
- **Pre-workshop Preparation:** Departments were required to collate data on ongoing schemes to ensure workshop activities were grounded in reality.

4.3 ACTIVITIES (Workshop Execution)

The workshop sessions were structured to facilitate active learning:

- **Technical Presentations:** Sessions on the evolution of OOMF in Haryana and the conceptual framework of indicators.
- **Interactive AI Exercises:** Use of a gamified AI tool to test and reinforce understanding of key concepts.

- **Logic Mapping:** Guided exercises where participants deconstructed their own schemes into the Results Chain logic.
- **Peer Review:** Collaborative sessions where departments reviewed each other's draft matrices to identify gaps.
- **Matrix Drafting:** Real-time population of OOMF templates with support from facilitators.

4.4 OUTPUTS (Measurable Deliverables)

The workshops achieved the following tangible outputs:

Sessions Conducted: 6 interactive workshops completed as per schedule.

Participation: Active engagement from 48 government departments.

Capacity Built: Over 100 officers trained in OOMF methodology.

Draft Matrices: 48 preliminary OOMF matrices drafted for FY 2026-27.

Support Systems: Creation of 6 dedicated WhatsApp groups for ongoing technical support.

4.5 EXPECTED OUTCOMES

Short-term Outcomes (0-6 Months)

- Successful submission of high-quality OOMF matrices for the FY 2026-27 budget.
- Standardization of performance reporting across all departments.
- Enhanced ability of nodal officers to distinguish between outputs and outcomes.

Medium-term Outcomes (6-18 Months)

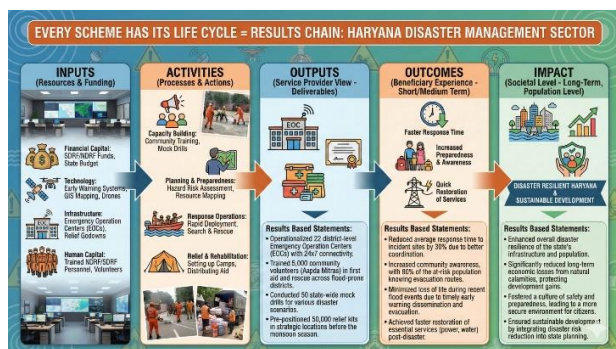
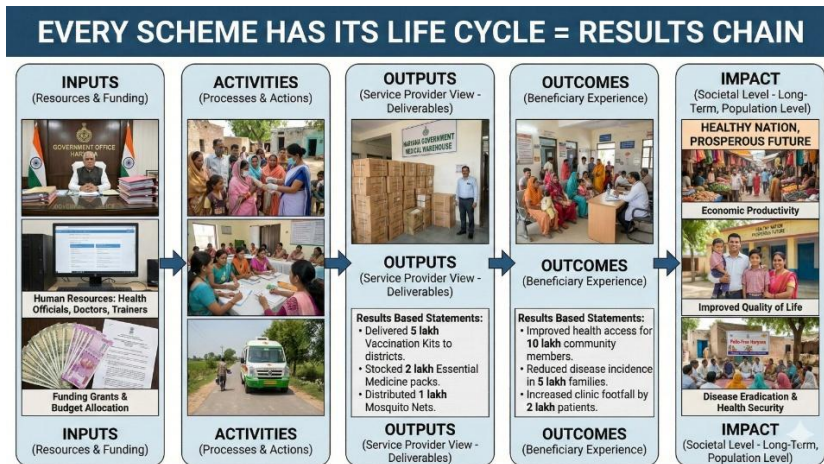
- Integration of OOMF indicators into the regular monitoring mechanism of the state.
- Strengthened alignment between departmental spending and Haryana Vision 2047 goals.
- Improved inter-departmental coordination on converging indicators.

Long-term Outcomes (18 Months+)

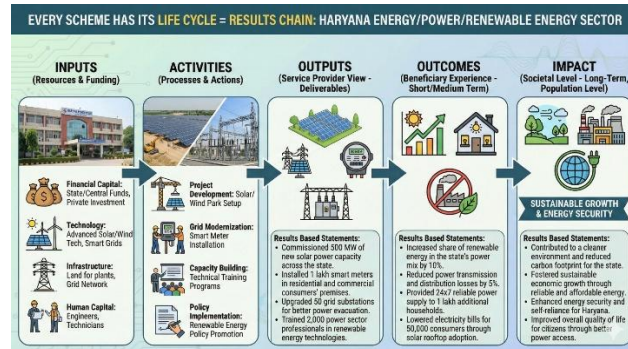
- Institutionalization of an evidence-based governance culture.
- Significant improvement in the efficiency and effectiveness of public spending.
- Establishment of Haryana as a model state for SDG localization and results-based management.

4.6 Results Chain Illustration (Workshop Examples)

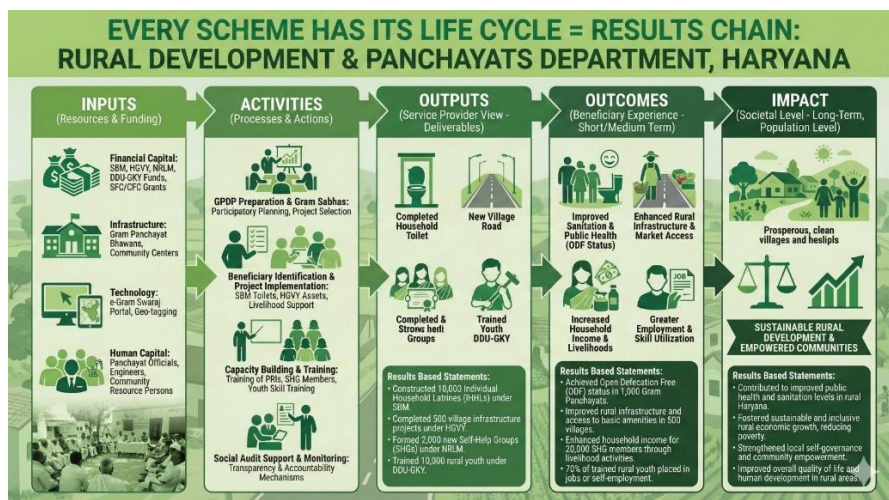
Examples of Results Chain Logic presented during the workshop



Department of Revenue and Disaster Management



Department of Energy



Department of Rural Development

5. WORKSHOP METHODOLOGY AND PEDAGOGICAL APPROACH

The workshops utilized a structured, multi-modal learning approach designed to transition theoretical knowledge into practical departmental outputs. The methodology moved away from passive listening to active "doing," ensuring higher retention and immediate application.

5.1 Experiential Learning (The Results Chain Logic)

The core approach centered on deconstructing departmental schemes into the Results Chain. Facilitators used real-world examples relevant to the specific cluster of departments attending each session. For instance, for infrastructure departments, examples focused on construction and connectivity; for social sectors, examples focused on service delivery and behavioral change.

5.2 Comparative Analysis & Reflection

Sessions included a segment titled "Reflections on Last Year's OOMF," where facilitators highlighted common gaps and "good practices" from previous cycles. Anonymous examples of well-drafted and poorly-drafted indicators were shown to illustrate the difference between administrative activities and genuine performance indicators. This enabled participants to critically evaluate their own past submissions.

5.3 Guided Hands-on Exercise

A significant portion of the workshop was dedicated to an Interactive Practice Session. Departments worked in clusters to:

- Select one flagship scheme.
- Identify the key objectives of the scheme.
- Map the Inputs -> Activities -> Outputs -> Outcomes.
- Define SMART indicators for Outputs and Outcomes.

Facilitators moved between groups, providing real-time feedback and correction.

5.4 Cluster-Based Peer Review

Departments were grouped into functional clusters (e.g., Agriculture & Allied, Social Services, Infrastructure). This arrangement fostered cross-learning, as departments with similar mandates could share challenges and solutions. It also facilitated discussions on convergence, where the output of one department (e.g., road construction) serves as an outcome enabler for another (e.g., agricultural marketing).

5.5 Data-Driven Preparation

As a prerequisite, nominated officers were required to come prepared with data regarding

ongoing schemes. This ensured that the exercises were not hypothetical but resulted in draft matrices that could actually be used for official submission. The emphasis was on using available administrative data to define measurable indicators.

6. INTERACTIVE AI-BASED TOOL -INNOVATION IN CAPACITYBUILDING

A distinctive feature of this workshop series was the deployment of a custom-developed Interactive AI-Based Tool designed to gamify the learning process and provide instant conceptual clarity. The Results Chain Training App is a specialized capacity-building tool designed to demystify the complexities of Results-Based Management (RBM) for development professionals, government officials, and students. By leveraging the power of gamification, the application transforms the traditionally academic exercise of defining Inputs, Activities, Outputs, Outcomes, and Impacts into an engaging, interactive experience.

6.1 Purpose and Design

The tool was conceptualized to address a persistent challenge in OOMF training: the difficulty participants face in distinguishing between 'activities', 'outputs', and 'outcomes'. Traditional lectures often fail to cement these distinctions. The primary purpose is to help users internalize the logical flow of a project's lifecycle, ensuring they can distinguish between "what we do" (activities) and "what we achieve" (results). Through competitive quiz modes, real-time feedback, and dynamic scoring, the app encourages repetitive learning and mastery of the framework, making it an essential resource for strengthening monitoring and evaluation (M&E) capabilities within the public and social sectors. The AI tool was designed to:

- Provide an engaging, non-intimidating learning environment.
- Offer immediate feedback on user understanding.
- Use logic-based algorithms to guide users toward the correct classification of indicators.

6.2 Functionality and Features

From a user's perspective, the app offers a rich, multi-modal interface that caters to different learning styles through several key features. Users can dive into a "Standard Game" with curated static questions or challenge themselves with the "AI Mode," which utilizes the Gemini API to generate infinite, context-specific scenarios tailored to the Indian administrative landscape—specifically referencing Haryana's districts, schemes, and metrics. Beyond the core classification quiz, the app includes an "Ordering Game" to test logical sequencing and a "Builder Mode" for hands-on results chain construction. A standout feature is the integration of "SMART" indicators for every generated result, providing users with practical examples of how to measure success effectively. With its clean, responsive design and a dedicated "Learn" section for foundational theory, the app serves as both a high-intensity training simulator and a reliable reference guide for crafting robust development projects. The tool included several modules:

- "Guess the Difference": A gamified module where users were presented with a statement (e.g., "Training 500 teachers") and had to categorize it as an Input, Activity, Output, or

Outcome. The tool provided instant validation or correction with an explanation.

- **Indicator Builder:** Users could input a raw scheme objective, and the tool would suggest potential SMART indicators for outputs and outcomes based on best practices.
- **Logic Check:** A feature allowing users to input a logic chain, which the tool would then analyze for coherence (e.g., ensuring the Output logically leads to the Outcome).

6.3 Implementation in Workshop

During the "Hands-on OOMF Exercise - First Half," the tool was projected on the main screen, and participants were asked to identify the correct answer. The session was conducted as a quiz/competition between departmental clusters. This generated high energy and competitiveness, significantly boosting engagement levels.

6.4 Tool Support for Indicator Development

The tool assisted officers in drafting indicators by:

- **Refining Phrasing:** Converting vague statements like "Improve health" into specific indicators like "Reduce Infant Mortality Rate by 2 points."
- **Checking SMART Criteria:** Prompting users to add timelines and specific targets to their indicators.

6.5 Benefits Observed

The introduction of this technology yielded several benefits:

- **Accelerated Learning:** Concepts that typically took hours to explain were grasped in minutes through interactive examples.
- **Standardization:** The tool ensured that all departments adhered to the same definitions and standards.
- **Engagement:** It transformed a potentially dry technical subject into an engaging, interactive experience.

7. SESSION-WISE DETAILED NARRATIVE

Each workshop day followed a structured agenda designed to progressively build capacity.

7.1 Session 1: Welcome & Opening Context (11:00 AM – 11:15 AM)

Objective: To establish the strategic mandate and urgency of the exercise.

Proceedings: The session began with opening remarks emphasizing Haryana's commitment to governance reforms. Mr. Vikas Verma (Project Head, SDGCAC) highlighted that OOMF integration is mandatory for the FY 2026-27 budget. The narrative shifted the focus from "compliance" to "impact," framing OOMF as a tool for departments to showcase their genuine achievements. The session set a serious yet collaborative tone for the day.

7.2 Session 2: How to Define Outputs & Outcomes (11:15 AM – 11:30 AM)

Objective: To build conceptual clarity on the Results Chain.

Proceedings: Mr. Rishi Raj Sharma led this technical session, using simple, relatable examples (like building a house or cooking a meal) to explain the difference between Inputs, Activities, Outputs, and Outcomes. The session addressed common misconceptions, such as confusing "funds spent" (Input) with "results achieved" (Output). SMART criteria were introduced as the non-negotiable standard for all indicators.

7.3 Session 3: Haryana's OOMF Journey & Current Status (11:30 AM – 12:00 PM)

Objective: To review past performance and set the context for current requirements.

Proceedings: Ms. Priya Sadhu presented a data-driven review of Haryana's OOMF evolution from 2019 to 2025. The presentation showcased how templates have evolved and highlighted recurring gaps in previous submissions, such as missing baselines or vague targets. Success stories from select departments were shared to demonstrate what "good" looks like. This session helped participants understand the continuity of the reform process.

7.4 Session 4: Hands-on OOMF Exercise - First Half (AI Tool) (12:00 PM – 12:30 PM)

Objective: Interactive learning and concept reinforcement.

Proceedings: This was the most dynamic segment. The AI tool was deployed to run a live quiz. Participants had to rapidly classify indicators projected on the screen. The immediate feedback loop allowed facilitators to spot and correct conceptual misunderstandings on the spot. For instance, if many participants classified "Number of trainings held" as an Outcome, the facilitator immediately paused to clarify why it is an Output.

7.5 Session 5: Hands-on OOMF Exercise - Second Half (Template Drafting) (12:30 PM – 1:00 PM)

Objective: Application of learning to actual departmental schemes.

Proceedings: Participants worked in their departmental clusters to populate the actual FY 2026-27 OOMF templates. They selected their flagship schemes and drafted the results chain. SDGCAC team members circulated among the tables, providing one-on-one troubleshooting. This session produced the "Draft Matrices" which form the primary output of the workshop.

7.6 Session 6: Open Discussion & Next Steps (1:00 PM – 1:30 PM)

Objective: To address final queries and establish the roadmap.

Proceedings: Dr. Neeru Arora facilitated an open forum where departments raised specific challenges, such as data availability for new schemes or defining outcomes for regulatory bodies. The session concluded with a clear roadmap: finalizing drafts, internal departmental approval, and submission via the SDG Dashboard by February 14, 2026.

8. WORKSHOP PARTICIPATION AND ATTENDANCE

The workshop witnessed comprehensive participation from across the government machinery, ensuring broad-based capacity building.

Table 2: Date-wise Workshop Participation Summary

Date	Target Departments	No. of Departments	Major Departments Present
Jan 29, 2026	Agriculture & Allied Sectors, Food and Environment	7	<ul style="list-style-type: none"> - Agriculture and Farmers Welfare - Horticulture - Animal Husbandry & Dairying - Fisheries - Environment & Climate Change - Forest and Wildlife - Food, Civil Supplies & Consumer Affairs Cooperation
Feb 02, 2026	Education, Skilling, and Employment	9	<ul style="list-style-type: none"> - Skill Development & Industrial Training - Social Justice, Empowerment, Welfare of SCs/BCs and Antyodaya -SEWA (Social Justice and Empowerment, Welfare of SCs/BCs) - Labour - Elementary Education - Secondary Education - Higher Education - Technical Education - Science and Technology - Youth Empowerment and Entrepreneurship (Sports and Youth Welfare/Employment)
Feb 03, 2026	Health and Nutrition	4	<ul style="list-style-type: none"> - Women and Child Development - Health - Medical Education & Research - AYUSH
Feb 04, 2026	Growth Enablers and Infrastructure Development	14	<ul style="list-style-type: none"> - Micro Irrigation & command Area Development - Irrigation and Water Resources

			<ul style="list-style-type: none"> - Industries - Miro, Small & Medium Enterprises - Energy (Power/ New and Renewable Energy) - CRID - Civil Aviation - Public Works (Buildings and Roads) - Transport - Heritage and Tourism - Mines & Geology - Elections - Department of Information, Public Relations, Language and Culture (Public Relation/Cultural Affairs) - Housing for All
Feb 05, 2026	Finance and Security	9	<ul style="list-style-type: none"> - Department of Economic and Statistical Affairs - Planning Department - Training Department - Prison - Police - Revenue and Disaster Management - Treasury & Accounts - Land Records - Sainik & Ardh Sainik
Feb 06, 2026	Regional Development and Local Self-Government	5	<ul style="list-style-type: none"> - Rural Development - Development and Panchayat - Urban Local Bodies - Town and Country Planning - Public Health Engineering
Total		48 departments	Comprehensive State Coverage

9. POST-WORKSHOP SUPPORT MECHANISM

To ensure that the momentum generated during the workshops translates into high-quality submissions, a robust post-workshop support system has been established.

- **Dedicated WhatsApp Groups:** Six cluster-specific WhatsApp groups have been created to provide real-time clarifications. These groups act as a helpline where officers can post queries and receive immediate responses from SDGCAC experts.
- **Resource Repository:** A digital repository containing the Ministry of Finance OOMF Guidelines, DMEO Frameworks, filled sample templates, and the presentation decks has been shared with all participants.

10. MONITORING AND EVALUATION APPROACH

The success of the capacity-building initiative is being monitored through a structured approach:

- **Quality Review of Drafts:** The draft matrices submitted by departments are currently undergoing a technical review by SDGCAC. Indicators are being checked against SMART criteria.
- **Feedback Loop:** Specific feedback on the drafts will be sent back to departments for rectification before the final submission.

11. CHALLENGES IDENTIFIED BY DEPARTMENTS

During the interactive sessions, several recurring challenges were voiced by the departments:

- **Defining Outcomes for Regulatory Bodies:** Departments with purely administrative or regulatory functions (e.g., General Administration, Personnel) found it challenging to define tangible socio-economic outcomes compared to service-delivery departments.
- **Data Availability:** For many meaningful outcome indicators (e.g., "improvement in learning levels"), data is not available annually or requires third-party surveys, making reporting difficult.
- **Attribution Issues:** Departments noted that many outcomes (e.g., "reduction in crime") are multi-causal and cannot be attributed solely to one department's intervention.
- **Staff Capacity:** A lack of dedicated M&E (Monitoring and Evaluation) staff within departments puts the burden of data collection on existing program officers.

12. LESSONS LEARNED

- **Practical Application is Key:** Theoretical lectures have limited impact. The "learning by doing" approach with the AI tool and template drafting proved most effective.
- **Cluster Approach Works:** Grouping similar departments facilitated peer learning and made the sessions more relevant.
- **Need for Standardization:** Without a rigid template and drop-down indicators, departments tend to invent their own formats, making compilation impossible.

13. RECOMMENDATIONS FOR FUTURE WORKSHOPS

- **Advanced Training:** Conduct advanced sessions for "OOMF Champions" within each department who can then train their peers.
- **Sector-Specific Clinics:** Organize focused clinics for difficult sectors (like Regulatory or Law & Order) to co-create appropriate indicators.
- **Leadership Sensitization:** Conduct short sensitization sessions for Administrative Secretaries to ensure top-down support for the nodal officers.
- **Integration with Dashboard Training:** Future workshops should integrate technical training on the IT dashboard usage along with the conceptual training.

14. WAY FORWARD AND INSTITUTIONAL ROADMAP

The completion of these workshops marks the beginning of the OOMF cycle for FY 2026-27. The roadmap for the coming weeks is as follows:

14.1 Immediate Steps (February 2026)

- **Finalization of Matrices:** Departments must incorporate workshop feedback and submit final matrices by February 14, 2026.
- **Budget Integration:** The Department will review these matrices as part of the budget approval process.

14.2 Long-term Strategy

- **Institutionalization:** The ultimate goal is to make OOMF an automatic, internal process within departments, reducing reliance on external support.
- **Performance Linkage:** Moving towards a system where future budget enhancements are linked to the achievement of previously set OOMF targets.
- **Public Disclosure:** Eventually, selected OOMF indicators should be placed in the public

domain to enhance transparency and citizen engagement.

15. CONCLUSION

The "Capacity Building Workshop on OOMF for FY 2026-27" has successfully achieved its mandate of preparing the Government of Haryana's departments for a results-based budget cycle. By training 48 departments through innovative, hands-on methods, the initiative has laid a strong foundation for evidence-based governance.

The high level of engagement and the quality of draft discussions indicate a growing maturity in the state's administrative culture. While challenges in data and capacity remain, the direction of travel is clear: moving Haryana towards a governance model that counts what truly matters—the impact on the lives of its citizens.

ANNEXURES

Annexure 1: Workshop Schedule and Department Schedule

Annexure 2: Workshop Agenda

Annexure 3: Follow Up Letter and OOMF Template Format

Annexure 4: Glimpses of Workshop Session



**SWARNA JAYANTI HARYANA INSTITUTE FOR FISCAL MANAGEMENT
HARYANA, PANCHKULA**

To,

All Head of the Departments,
Haryana

Memo No.: SJHIFM-2026/ 159
Dated, Panchkula, the 23 January, 2026.

Subject: Haryana State Results-Based Budgeting Strategy –

- 1. Capacity Building Workshop for Output-Outcome Monitoring Framework (OOMF) FY 2026-27.**
- 2. Data Collection for State and District SDG Index and Dashboard Update.**

Respected Sir/Madam,

The State Government is committed to shifting the governance paradigm from financial outlays to tangible development outcomes through the Output-Outcome Monitoring Framework (OOMF). In alignment with this vision, SJHIFM is initiating the OOMF and SDG Budget Alignment process for FY 2026-27.

1. Capacity Building and Consultative Workshop

This is a strategic imperative, as budget approvals for the upcoming fiscal year will be intrinsically linked to defined results. The indicators finalized during these sessions will directly impact the evaluation of your department's performance and resource allocation.

Given the framework's technical complexity, it is requested that you nominate senior officers who are capable of mapping 'Outputs' versus 'Outcomes' for your departmental schemes. To ensure seamless data integration, it is vital that these nominees are currently nodal officers for the Haryana SDG Dashboard or the Budget preparation.

- **Venue:** Conference Hall, SJHIFM, Panchkula
- **Schedule:** As per **Annexure 1** (attached)
- **Requirement:** Nominated officers must come prepared with data regarding ongoing schemes to ensure meaningful refinement of the framework during the session.

2. SDG Indicator Data Collection (State & District)

Parallel to the OOMF exercise, the Sustainable Development Goal Coordination Center (SDGCAC) is updating the SDG Dashboard and preparing the subsequent issue of the Haryana District Index.

The SDGCAC has identified a revised list of 329 State-level indicators and 369 District-level indicators across 40 departments (Summary in **Annexure 2**). To ensure robust reporting and evidence-based planning, departments are required to submit State Level data and district-wise data for the past five financial years (2020-21 to 2024-25) for all indicators specified in the detailed departmental lists (attached as **Annexure 3**).

This dual exercise is critical for the timely formulation of the State Budget 2026-27 and for strengthening the state's statistical capacity for SDG reporting. The synergy between OOMF indicators and SDG tracking will ensure that Haryana remains at the forefront of sustainable development in India.

Personal attention to the nomination of officers and the timely submission of data is requested.

Yours Sincerely,


State Programme Officer

for Director General, Swarna Jayanti Haryana Institute
for Fiscal Management, Panchkula

Annexure 1: Schedule of Output Outcome Monitoring Framework Capacity Building Session:

Department Name	Date	Time	Nodal SPO (SJHIFM)
Agriculture and Farmers Welfare	January 29, 2026	11:00 AM to 1:30 PM	Ms. Poonam Sorout, Dr. Salinder Malik
Horticulture			
Animal Husbandry & Dairying			
Fisheries			
Environment & Climate Change			
Forest and Wildlife			
Food, Civil Supplies & Consumer Affairs			
Cooperation			
Skill Development & Industrial Training	February 2, 2026	11:00 AM to 1:30 PM	Dr. Neeru, Dr. Salinder Malik
Social Justice, Empowerment, Welfare of SCs/BCs and Antyodaya -SEWA (Social Justice and Empowerment, Welfare of SCs/BCs)			
Labour			
Elementary Education			
Secondary Education			
Higher Education			
Technical Education			
Science and Technology			
Youth Empowerment and Entrepreneurship (Sports and Youth Welfare/Employment)	February 3, 2026	11:00 AM to 1:30 PM	Dr. Neeru
Women and Child Development			
Health			
Medical Education & Research			
AYUSH	February 4, 2026	11:00 AM to 1:30 PM	Dr. Neeru, Sh. Ajay Kumar, Ms. Poonam Sorout, Dr. Salinder Malik
Micro Irrigation & command Area Development			
Irrigation and Water Resources			
Industries			
Miro, Small & Medium Enterprises			
Energy (Power/ New and Renewable Energy)			
CRID			
Civil Aviation			
Public Works (Buildings and Roads)			
Transport			
Heritage and Tourism			

Mines & Geology						
Elections						
Department of Information, Public Relations, Language and Culture (Public Relation/Cultural Affairs)						
Housing for All						
Department of Economic and Statistical Affairs	February 5, 2026	11:00 AM to 1:30 PM	Sh. Ajay Kumar, Dr. Neeru			
Planning Department						
Training Department						
Prison						
Police						
Revenue and Disaster Management						
Treasury & Accounts						
Land Records						
Sainik & Ardh Sainik						
Rural Development				February 6, 2026	11:00 AM to 1:30 PM	Sh. Ajay Kumar, Ms. Poonam Sorout, Dr. Salinder Malik
Development and Panchayat						
Urban Local Bodies						
Town and Country Planning						
Public Health Engineering						

Annexure 2: Detailed Indicator List (Attached Separately)

Department	No. of Indicators (State)	No. of Indicators (District)
Co-operative Societies	3	4
Chief Wildlife Warden		2
Department of Animal Husbandry	4	7
Department of Agriculture and Farmers Welfare	18	32
Department of Economic and Statistical Affairs	7	16
Department of Elementary Education	3	18
Department of Environment and Climate Change	5	9
Department of Finance	19	15
Department of Fisheries	2	2
Department of Health and Family Welfare	84	37
Department of Higher Education	9	10
Department of Industries and Commerce	7	8
Department of Law and Legislative	1	2
Department of Medical Research	6	6
Department of New and Renewable Energy	16	17
Pollution Control Board		9
Department of Secondary Education	3	
Department of Social Justice and Empowerment,	1	8
Department of Urban Local Bodies	20	25

Development & Panchayats Department	2	7
Directorate of Micro, Small and Medium Enterprises	11	17
Food, Civil Supplies and Consumer Affairs Department	8	7
Haryana Forests Department	13	13
High Court	3	
Housing for All	4	
Information Technology, Electronics and Communication Department	2	3
Irrigation and Water Resources Department	6	1
Labour Department	9	13
Police Department	15	15
Prisons		2
Public Health Engineering Department	8	7
Public Works Department (B&R)		2
Revenue and Disaster Management Department	7	8
Revenue Department	2	
Rural Development Department	7	21
Skill Development & Industrial Training Department	5	4
Social Justice, Empowerment, Welfare of SCs and BCs and Antyodaya (SEWA) Department	7	7
Transport Department	1	2
Tourism Department		1
Women and Child Development Department	11	5

Memo No. SJHIFM- 2026/

To,

Head of the Department,
Haryana

Dated: Panchkula, 9 February 2026

Subject: Follow-up on OOMF Capacity Building Workshop – Submission of Refined Output-Outcome Monitoring Framework (OOMF) for FY 2026-27

Respected Madam/Sir,

This is in reference to the recent **Capacity Building and Consultative Workshops** held at SJHIFM regarding the **Output-Outcome Monitoring Framework (OOMF)** for FY 2026-27. The Output-Outcome Monitoring Framework (OOMF) is a critical institutional reform aimed at shifting the state's governance paradigm from "financial outlays" to "tangible development outcomes". The primary objective is to align public spending with the **Sustainable Development Goals (SDGs)** by mapping the results chain of departmental schemes. This framework is strategically designed to contribute to the National Indicator Framework (NIF) set by NITI Aayog and is a foundational pillar for achieving the **Haryana Vision 2047** goals of inclusive and sustainable growth. By defining measurable indicators, Haryana ensures that its state-level initiatives directly drive the national agenda of becoming a developed and resilient economy.

As budget approvals for the upcoming financial year are intrinsically linked to these indicators, your department is now required to formalize its framework for timely budget formulation.

Please find attached the prescribed formats. You are requested to complete the following:

Annexure 1: Word File (Department Summary)

- **Review:** Name of Department, Vision, Mission, and Major Objectives (*generally require no edits as this remains constant for the department unless there is any major change required*)
- **Fill:** Key achievements for Financial Year 2025-26 (*5-6 bullet Points*)
- **Fill:** Key focus areas for FY 2026-27 (*5-6 bullet Points*)

Annexure 2: Excel Sheet (Output Outcome Monitoring Framework)

- **Fill Highlighted Columns (Yellow Marked):** Provide accurate data for all designated sections:
 - BE 2025-26 (INR Lakh),

- RE 2025-26 (INR Lakh),
 - Expenditure till 1st February 2026 (INR Lakh),
 - BE 2026-27 (INR Lakh),
 - Physical Target 2025-26,
 - Physical Achievement 2025-26,
 - Physical Target FY 2026-27 (Tentative)
- **Refine Mapping (Red Marked Columns):** Critically review the columns below to ensure they meet the technical standards discussed in the workshop:
 - Outcome
 - Activities
 - Output
 - Output Indicators
 - **New Schemes:** Add new rows for any newly introduced schemes and ensure all columns are fully populated for these entries.
 - **Closed Schemes:** Delete any schemes from the existing list that are closed or no longer operational.
 - **Performance Alignment:** Ensure indicators accurately reflect the tangible impact of your department's schemes.

Important Submission Guidelines:

- **Strict Formatting:** Do not change column names, sequences, or merge any rows or columns. Data must be submitted in the provided format only.
- **Deadline:** Please submit the completed framework via email and hard copy to SJHIFM no later than **13 February 2026**.

The final formats may be shared in the above formats and emailed to SJHIFM at sjhifm@gmail.com latest by 13th February 2026. For any coordination support, you may contact Dr. Neeru, Joint Director, SJHIFM (Mobile No. 9467733337), Ms. Priya Sadhu, Data and Governance Analyst, SDG Coordination and Acceleration Centre (Mobile No. 9999406304).

This matter requires your urgent personal attention to ensure your department's performance is correctly represented in the State Budget 2026-27.

Yours Sincerely,

**Joint Director,
Swarna Jayanti Haryana Institute for Fiscal Management,
Government of Haryana**

- Rural Development
- Development and Panchayat January
- Urban Local Bodies
- Town and Country Planning
- Public Health Engineering
- Micro Irrigation & command Area Development
- Irrigation and Water Resources
- Industries
- Miro, Small & Medium Enterprises
- Energy (Power/ New and Renewable Energy)
- CRID
- Civil Aviation
- Public Works (Buildings and Roads)
- Transport
- Heritage and Tourism
- Mines & Geology
- Elections
- Department of Information, Public Relations, Language and Culture (Public Relation/Cultural Affairs)
- Housing for All
- Department of Economic and Statistical Affairs
- Planning Department
- Prison
- Police
- Revenue and Disaster Management
- Treasury & Accounts
- Land Records
- Sainik & Ardh Sainik

Scheme	SDG Goal	SDG Target	SDG Indicator	BE 2025-26 (INR Lakh)	RE 2025-26 (INR Lakh)	Expenditure till 1st February 2026 (INR Lakh)	BE 2026-27 (INR Lakh)	Scheme objective	Outcome	Major components/activities	Outputs	Output indicators	Indicator unit (% , number etc)	Physical Target 2025-26	Physical Achievement 2025-26	Physical Target FY 2026-27 (Tentative)
								To promote elementary education and ensure maximum enrolment of students	Increased enrolment of students at the elementary level and improving learning outcomes		Improving learning outcomes	Number of primary model Sanskriti schools				
Expansion of facilities (Classes 1-5 full time)	4	4.a	4.a.1							Providing playway materials			Number			
Mukhaymantri Saksham Merit based Scholarship Scheme to students studying in classes 6th to 8th in the Government																
Schools											Scholarships and motivated students					
	4	4.b	4.b.1					Promote meritorious students	More enrolment in the Govt. schools	Scholarship for the meritorious students of grades 6-8		Number of Students	Number			
Monthly								To reduce dropouts and increase	Improved retention rates and academic performance among BC-A students	Providing stipends to BC A students	Disbursement of stipends to eligible BC-A students in classes 1-8.	Number of scholarships to the students				
Stipend to BC-A students in Classes 1-8	4	4.1	4.1.1					academic interest among BC A students					Number			

			4.1.2														
								To reduce dropouts and increase academic interest among BPL students	More enrollment of BPL students	Providing stipends to BPL students	More no of BPL students will be educated in the State	Number of scholarships to the students					
Monthly Stipend to BPL students in Classes 1-8	4	4.1	4.1.1					academic interest among BPL students	students				Number				
			4.1.2														
Scholarships (middle)	4	4.1	4.1.1					Promote meritorious students	More enrolment in Govt. schools	Scholarship for the meritorious students	Scholarships	Number of Students	Number				
			4.1.2														
								To reduce dropouts and increase academic interest among SC students	Improved school retention, increased enrolment, and reduced financial burden on SC families.		More number of SC students will be educated	Number of scholarships to SC students					
Monthly stipends to all SC students from grades 1-8	10	10.2	10.2.1							Providing monthly stipends to SC students			Number				
								To reduce dropouts and increase academic interest among SC students	Improved school retention, increased enrolment, and reduced financial burden on SC families.		More students of SC students will be educated	Number of scholarships to SC students					
Cash award scheme for SC students from grades 1-8	10	10.2	10.2.1							Providing stipends to SC students			Number				

								To reduce dropouts and maximise the enrolment of SC students in govt schools	Increased school attendance and enrolment rates among SC students		More students will be able to complete education till grade 12th						
Providing free bicycles to SC boy students in class 6	10	10.2	10.2.1							Free bicycles provided to SC students			Number of students	Number			
											Maximum participation ensured from students and acquiring skills in different art						
									Students will be able to know the diverse culture of Haryana and other states	Cultural activities like folk dance, group songs, folk art competitions, art and theatre workshops							
Swaran Jayanti Programme - Cultural programme for students	4	4.1	4.1.2					Holistic development of the students				Number of students	Number				
								To provide a clean and hygienic environment to the students for better academic improvement in the schools		1. To provide funds of Rs. 8000 for the cleanliness activities in							

Annexure 4

Glimpses of the OOMF Capacity Building Sessions – SJHIFM Conference Hall (January–February 2026)



