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FROM POLICY TO DEVELOPMENT: AN EMPIRICAL ASSESSMENT OF GOVERNANCE AND DEVELOPMENT OUTCOMES IN REWARI DISTRICT, HARYANA (2021–2026)

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ABSTRACT

The translation of public policy into tangible development outcomes depends not only on policy formulation but also on institutional capacity, administrative coordination, implementation mechanisms, and the accessibility of public services. This study examines the relationship between policy implementation, governance, and development outcomes in Rewari district of Haryana during the period 2021–2026. It adopts a district-level empirical framework to investigate how major government interventions in areas such as infrastructure, education, health, rural development, employment, social welfare, digital governance, and women's development are translated into local-level outcomes. The study employs a mixed-methods research design, combining secondary data from government reports, administrative records, statistical publications, and programme-specific sources with primary evidence collected from citizens and relevant stakeholders. Quantitative analysis is used to assess trends and relationships among selected governance and development indicators, while qualitative evidence is employed to examine implementation processes, institutional capacity, accessibility, and perceived gaps in service delivery. The study conceptualises governance as an intervening mechanism connecting policy inputs with development outcomes and therefore moves beyond a simple assessment of scheme coverage or expenditure. Particular attention is given to variations in service accessibility, citizen satisfaction, rural–urban differences, and implementation constraints. By focusing on Rewari as a district-level case, the study contributes to the literature on decentralised governance and policy implementation by linking government interventions with measurable socioeconomic and governance

outcomes. The findings are intended to provide an evidence-based assessment of the policy–implementation–development relationship and identify institutional areas requiring greater attention for improving inclusive and effective district-level development.

KEYWORDS: Policy Implementation; Governance; Development Outcomes; Public Service Delivery; District Governance; Rewari; Public Policy.

INTRODUCTION

The relationship between public policy and development outcomes is mediated by the institutional and administrative processes through which policies are translated into programmes, services, and locally observable changes. Governments may formulate ambitious policies and allocate substantial financial and administrative resources, yet the effects of such interventions ultimately depend on implementation capacity, institutional coordination, accessibility, accountability, and the responsiveness of public institutions. Consequently, development at the sub-state level cannot be understood exclusively through policy announcements or expenditure patterns. It requires an examination of how policies are implemented and how their effects are experienced and reflected in the socioeconomic conditions of local populations.

In India, this policy-to-outcome relationship is particularly significant because the implementation of national and state-level programmes increasingly takes place through district and local administrative institutions. The district represents an important level of governance where policy priorities are converted into operational programmes and public services. District administrations, local governments, line departments, and community-level institutions collectively influence the reach and effectiveness of government interventions. Differences in administrative capacity, demographic characteristics, infrastructure, socioeconomic conditions, and citizen access can therefore produce variations in outcomes even when similar policies operate within the same state.

Haryana provides an important setting for examining this relationship. The state has experienced considerable economic transformation alongside continuing challenges relating to regional disparities, rural development, employment, social infrastructure, gender inequalities, and access to public services. During the period 2021–2026, government interventions have operated across multiple sectors, including infrastructure, education, healthcare, rural development, social protection, employment, digital service delivery, agriculture, and women's development. These interventions provide an opportunity to

examine not merely the range of policies introduced, but the mechanisms through which policy commitments are translated into district-level governance and development outcomes. Rewari district provides a useful case for examining the policy–governance–development relationship. The district combines rural settlements with urban and industrial areas and occupies a significant socioeconomic position within southern Haryana and the wider National Capital Region. Its development trajectory is shaped by agriculture, industrialisation, infrastructure connectivity, urbanisation, employment patterns, and access to public services. Such characteristics make Rewari particularly relevant for investigating whether policy interventions produce uniform outcomes across different social and spatial groups or whether implementation gaps contribute to variations in development experiences. The period from 2021 to 2026 is analytically relevant because it encompasses a period in which government programmes were implemented across several development sectors while public administration increasingly incorporated digital platforms, direct benefit mechanisms, technology-enabled service delivery, and data-based monitoring. Examining this period therefore permits an assessment of the interaction between conventional administrative institutions and emerging forms of digital and technology-mediated governance. At the same time, the study recognises that changes in development indicators cannot automatically be attributed to individual government interventions. Economic conditions, demographic changes, private investment, technological transformation, institutional factors, and broader national and regional developments may also influence observed outcomes.

Existing studies on Indian public policy have extensively examined individual schemes, welfare programmes, decentralisation, governance reforms, and development outcomes. However, a significant part of this literature either focuses on individual programmes or analyses outcomes at the national or state level. Comparatively less attention has been given to examining the complete chain connecting policy intervention, institutional implementation, public-service delivery, governance processes, and multidimensional development outcomes within a specific district. This creates a need for empirical studies that examine the implementation process alongside measurable outcomes and citizen experiences.

This study addresses this gap by developing a district-level analytical framework linking policy inputs, institutional capacity, implementation processes, service delivery, governance outcomes, and development outcomes. Rather than treating policy implementation as an administrative stage that occurs between policy formulation and outcomes, the study conceptualises implementation as a substantive mechanism that can shape the effectiveness, inclusiveness, and accessibility of development interventions. The analysis therefore

considers both measurable changes in selected development indicators and citizens' experiences of public-service delivery.

The study seeks to answer six principal questions. First, how have major government policies and programmes affecting Rewari district been implemented during 2021–2026? Second, what changes can be observed in selected development and governance indicators during the study period? Third, what relationship exists between policy implementation and perceived development outcomes? Fourth, what institutional factors facilitate or constrain effective implementation? Fifth, how do citizens perceive changes in public-service delivery and governance? Finally, what implementation gaps remain relevant for future district-level development planning?

Literature Review

The relationship between public policy, governance, and development has generated an extensive body of scholarship across political science, public administration, development studies, and public policy. Although these fields have developed distinct conceptual traditions, a common concern runs through much of the literature: policies do not produce outcomes automatically. The translation of policy objectives into development outcomes depends on institutional arrangements, administrative capacity, implementation practices, political and socioeconomic contexts, and the ability of citizens to access public services.

Governance and Development

The concept of governance has evolved considerably beyond the traditional understanding of government as the formal exercise of authority by state institutions. Contemporary scholarship increasingly considers governance in terms of the processes through which public institutions formulate decisions, mobilise resources, coordinate actors, deliver services, and remain accountable to citizens. The World Bank's influential governance framework emphasised dimensions such as government effectiveness, regulatory quality, control of corruption, political stability, voice and accountability, and the rule of law. Although such indicators have been useful for comparative research, scholars have also questioned whether aggregate governance measures adequately capture institutional variation at subnational and local levels.

Kooiman (1993) conceptualised governance as a process involving interaction among multiple public and private actors, thereby challenging state-centric approaches to governing. Rhodes (1996) similarly associated governance with networks and interdependence, arguing

that contemporary governing increasingly involves relationships extending beyond hierarchical state administration. More recent institutional approaches, however, continue to emphasise the importance of state capacity in ensuring effective policy implementation. Fukuyama (2013), for example, distinguishes between the scope of government activities and the strength or quality of governmental institutions, suggesting that effective governance depends substantially on the capacity of institutions to perform assigned functions.

The development literature has likewise moved from narrow economic measures towards multidimensional approaches. Sen's (1999) capability approach conceptualises development as an expansion of substantive freedoms and capabilities rather than simply an increase in income. This perspective is particularly relevant to district-level analysis because access to education, healthcare, infrastructure, social protection, employment opportunities, and participation in public institutions represents dimensions of development that may not be adequately captured by aggregate economic indicators.

Policy Implementation: From Decisions to Outcomes

Policy implementation constitutes the critical link between policy formulation and outcomes. Pressman and Wildavsky (1973) demonstrated that implementation can encounter substantial difficulties because policy execution involves multiple organisations, decision points, actors, and coordination requirements.

The classical top-down approach views implementation primarily in terms of the extent to which administrative actors achieve objectives established by policymakers. Mazmanian and Sabatier (1983) developed an influential framework emphasising the clarity of policy objectives, the structure of the implementation process, the characteristics of implementing agencies, and the political and socioeconomic environment. From this perspective, ambiguity in policy design, insufficient resources, weak institutional arrangements, and conflicting interests can affect implementation outcomes.

Bottom-up approaches subsequently challenged the assumption that central policymakers exercise complete control over implementation. Lipsky's (1980) concept of street-level bureaucracy demonstrated the importance of frontline public officials who interact directly with citizens. Teachers, health workers, local administrators, welfare officials, and other frontline personnel exercise discretion in translating formal rules into actual services. Their decisions can consequently shape citizens' experiences of government. Hill and Hupe (2002) argue that implementation should be understood as a multilevel governance process rather than as a simple linear movement from decision to execution. This perspective is especially

relevant to India, where national and state policies frequently depend upon district administrations, local governments, frontline workers, and community-level institutions for effective delivery.

Institutional Capacity and State Capability

Institutional capacity provides another important explanation for differences in policy outcomes. State capacity broadly refers to the ability of public institutions to formulate and implement decisions, mobilise resources, regulate activities, and deliver public services effectively. Mann (1984) distinguished between despotic and infrastructural power, highlighting the state's capacity to penetrate society and implement decisions across its territory.

Evans (1995) demonstrated the importance of institutional structures and bureaucratic capacity in shaping developmental outcomes. His concept of embedded autonomy emphasised the importance of capable bureaucracies that possess sufficient autonomy while maintaining productive relationships with societal actors. More recent work by Pritchett, Woolcock, and Andrews (2013) draws attention to implementation challenges in developing countries, particularly situations in which formal institutional arrangements exist but actual organisational capabilities remain weak.

The effectiveness of a programme may depend not only on its design but also on whether local institutions possess adequate personnel, financial resources, technical expertise, coordination mechanisms, monitoring systems, and administrative infrastructure. Consequently, variations in outcomes across localities may reflect differences in implementation capability rather than differences in policy intent.

Decentralisation and Local Governance in India

India's governance structure provides a particularly important context for examining the policy-development relationship because implementation responsibilities are distributed across multiple levels of government. The constitutional recognition of Panchayati Raj Institutions through the 73rd Constitutional Amendment and urban local bodies through the 74th Amendment established a formal framework for decentralised governance.

The decentralisation literature identifies several potential advantages of bringing decision-making closer to citizens. Oates (1972) argued that decentralised provision may improve efficiency where local governments possess better information about local preferences. Crook and Manor (1998), however, demonstrate that decentralisation does not automatically result

in greater accountability or improved development outcomes. Its effectiveness depends on institutional incentives, political participation, administrative capacity, and resource availability.

Indian decentralisation has similarly produced mixed outcomes. The expansion of local democratic institutions has increased opportunities for political participation, particularly among historically underrepresented groups. Yet the actual capacity of local institutions remains affected by variations in financial resources, administrative support, political autonomy, and functional devolution. District-level development involves interaction between state departments, district administration, Panchayati Raj Institutions, municipalities, and other implementation agencies.

Public-Service Delivery and Citizen Experience

Public-service delivery represents one of the most visible points of interaction between citizens and the state. Education, healthcare, drinking water, sanitation, roads, social security, welfare programmes, and administrative services translate abstract policy objectives into everyday experiences.

World Bank research has highlighted the importance of understanding the accountability relationships connecting policymakers, service providers, and citizens. The quality of public services can depend upon both institutional accountability and citizens' ability to articulate demands and exercise voice.

Citizen satisfaction, however, should not be equated mechanically with objective development outcomes. Perceptions are influenced by expectations, prior experiences, awareness, accessibility, socioeconomic characteristics, and interactions with public officials. This suggests the value of combining administrative and statistical indicators with primary evidence concerning citizens' experiences.

Digital Governance and Policy Delivery

Digitalisation has increasingly altered the mechanisms through which governments interact with citizens. Digital platforms can reduce transaction costs, improve information availability, facilitate direct transfers, and provide mechanisms for monitoring and grievance redressal. However, digital governance can also reproduce existing inequalities where citizens lack connectivity, digital literacy, documentation, or technological access.

Heeks (2006) argues that the success of e-governance depends upon the alignment between technological systems and institutional, organisational, and social realities. Digital

transformation therefore cannot be evaluated solely by counting online services or technological platforms. The relevant question is whether digital mechanisms improve accessibility, transparency, efficiency, and responsiveness for intended beneficiaries. This perspective is important for analysing contemporary district governance because many welfare and public-service programmes increasingly rely on digital identification, online applications, electronic transfers, dashboards, and technology-enabled monitoring.

Development as a Multidimensional Process

Traditional development analysis frequently emphasised economic growth, income, and physical infrastructure. Contemporary approaches increasingly recognise that development encompasses multiple dimensions of human well-being. Sen's capability approach provides a particularly influential theoretical basis for understanding development as the expansion of people's substantive opportunities.

The Human Development Reports subsequently operationalised multidimensional development through indicators related to health, education, and income. The Sustainable Development Goals further broadened the development agenda to encompass poverty, gender equality, health, education, employment, infrastructure, inequality, institutions, and environmental sustainability. For district-level analysis, this multidimensional approach is valuable because improvements in one sector may coexist with persistent disadvantages in another. A district may experience infrastructure expansion while continuing to face challenges concerning employment, healthcare accessibility, gender inequality, or social inclusion.

Governance and Development in Haryana

Haryana presents an important empirical setting for examining these relationships because of its combination of relatively strong economic performance, rapid urbanisation, agricultural transformation, industrial development, and persistent social and regional disparities. Development conditions vary considerably across districts, making state-level averages insufficient for understanding local outcomes.

Existing research on Haryana has examined issues including rural development, Panchayati Raj Institutions, gender and political participation, education, employment, agricultural transformation, welfare delivery, and infrastructure. However, much of this research focuses either on particular sectors or individual policy interventions. There remains scope for

integrated district-level analysis that brings together multiple dimensions of governance and development.

Rewari is particularly relevant because its socioeconomic structure combines rural communities, urban settlements, industrial activity, agricultural livelihoods, and connectivity with the wider National Capital Region. These characteristics create a useful setting for examining whether policy implementation generates comparable outcomes across different sections of the district.

RESEARCH METHODOLOGY

RESEARCH DESIGN

The study adopts a secondary-data-based quantitative research design to examine governance and development outcomes in Rewari district, Haryana, during the period 2021–2026. The research is structured as a longitudinal district-level case study, enabling the study to examine changes in selected development and governance indicators over time.

The study does not rely on primary surveys, interviews, focus-group discussions, or respondent-level data. Instead, it systematically analyses publicly available government statistics, administrative records, official reports, policy documents, programme databases, budgetary documents, and other authoritative secondary sources. The methodological approach is designed around the analytical sequence: Government Policy and Programme Interventions → Implementation Indicators → Sectoral Development Indicators → District-Level Outcomes → Assessment of Governance and Development

The objective is not merely to document government schemes implemented in Rewari but to examine whether measurable changes in selected development indicators can be observed during the study period and how these changes correspond with major policy and governance interventions.

Study Area

The geographical focus of the study is Rewari district of Haryana. Rewari provides an appropriate district-level case for examining the relationship between public policy, governance, and development because of its mixed socioeconomic structure. The district includes rural and urban areas and has an economic profile shaped by agriculture, manufacturing, industry, trade, services, infrastructure development, and its location within the broader National Capital Region.

Study Period

The principal period of analysis is 2021–2026. Where reliable and comparable historical data are available, observations from the pre-2021 period may be incorporated as a baseline. Such data will be used only to contextualise changes observed during 2021–2026 and will not automatically be interpreted as evidence of policy impact.

The analysis will distinguish between:

1. Baseline conditions, where comparable pre-2021 data are available;
2. Policy and programme implementation during 2021–2026; and
3. Development outcomes observed during the study period.

Sources of Secondary Data

The study will rely exclusively on secondary data obtained from authoritative sources.

Government of India Sources

Relevant sources may include: NITI Aayog; Ministry of Rural Development; Ministry of Health and Family Welfare; Ministry of Education; Ministry of Statistics and Programme Implementation; Ministry of Housing and Urban Affairs; Ministry of Agriculture and Farmers Welfare; Ministry of Women and Child Development; Ministry of Skill Development and Entrepreneurship; Ministry of Electronics and Information Technology; Ministry of Labour and Employment.

Government of Haryana Sources

The study will use, where available: Government of Haryana departmental reports; Haryana Budget documents; Haryana Economic Survey; Statistical Abstract of Haryana; Department of Planning; Department of Development and Panchayats; Department of Health and Family Welfare; Department of School Education; Department of Higher Education; Department of Industries and Commerce; Department of Urban Local Bodies; Department of Social Justice and Empowerment; Department of Women and Child Development; Department of Agriculture; Haryana State Data/administrative portals; and other official departmental publications.

District-Level Sources

Particular emphasis will be placed on: Rewari District Administration; District Statistical Office; district development reports; district-level departmental records; district health

reports; education statistics; rural-development records; local-government records; and officially published district-level programme data.

Policy and Development Context of Rewari District, 2021–2026

Demographic and Administrative Profile

Rewari district occupies an important position in southern Haryana and forms part of the broader National Capital Region. According to the 2011 Census-based district profile published by the Rewari District Administration, the district had a population of 900,332, comprising 474,335 males and 425,997 females. The district covered approximately 1,594 square kilometres, with a population density of 565 persons per square kilometre. The reported literacy rate was 80.99 per cent, with male literacy at 91.44 per cent and female literacy at 69.57 per cent. The sex ratio was 898 females per 1,000 males.

These figures provide the demographic baseline for analysing subsequent development interventions. Since these are Census 2011 figures, they should not be presented as current population estimates for 2026. Rather, they provide the established demographic baseline against which more recent administrative indicators can be interpreted.

The Haryana Statistical Abstract identifies seven development blocks/administrative areas associated with Rewari district in its district-level population tables: Jatusana, Khol at Rewari, Rewari, Bawal, Nahar, along with other administrative areas reflected in the district's current administrative structure. The 2011 block-level population data reported in the Statistical Abstract include 129,688 for Jatusana, 126,620 for Khol at Rewari, 190,426 for Rewari, 146,735 for Bawal and 116,722 for Nahar.

Table: Selected Baseline Characteristics of Rewari District.

Indicator	Rewari
Population, 2011	900,332
Male population	474,335
Female population	425,997
Area	1,594 sq. km.
Population density	565 per sq. km.
Literacy rate	80.99%
Male literacy	91.44%
Female literacy	69.57%
Sex ratio	898
Child sex ratio	787

Source: District Rewari, Government of Haryana; Census 2011.

The baseline demonstrates that Rewari entered the 2021–2026 period with comparatively high literacy but a substantial gender gap in literacy. These structural characteristics are important when interpreting subsequent investments in education, women's development, health, employment and social infrastructure.

Education and Human Development

Education constitutes one of the principal dimensions through which district-level development can be assessed. The Statistical Abstract of Haryana 2023–24, drawing on U-DISE data, provides district-level information on school facilities.

For Rewari in 2023–24, 99.89 per cent of schools had drinking-water facilities. The proportion of schools with at least one boys' toilet was 99.46 per cent, while 97.62 per cent had at least one functional boys' toilet. In relation to girls' sanitation facilities, 99.57 per cent of schools had at least one girls' toilet and 98.29 per cent had at least one functional girls' toilet. The share of schools reporting hand-washing facilities near toilets/urinals was 98.10 per cent, while 98.63 per cent reported hand-washing facilities after meals. The proportion of schools with at least one type of computer laboratory was 41.23 per cent.

Table: School Infrastructure Indicators in Rewari, 2023–24.

Indicator	Rewari (%)
Schools with drinking-water facility	99.89
Schools with at least one boys' toilet	99.46
Schools with functional boys' toilet	97.62
Schools with at least one girls' toilet	99.57
Schools with functional girls' toilet	98.29
Hand-wash facilities near toilets/urinals	98.10
Hand-wash facilities after meal	98.63
Schools with any type of computer laboratory	41.23

Source: U-DISE, Department of School Education, Haryana; Statistical Abstract of Haryana 2023–24.

The data suggest a relatively high level of basic school infrastructure in Rewari by 2023–24, particularly regarding drinking water, sanitation and hand-washing facilities. However, the substantially lower figure for schools having at least one type of computer laboratory indicates that physical educational infrastructure and digital educational infrastructure should be treated as separate dimensions of development.

Economic and Industrial Development

Rewari's development trajectory also needs to be considered in relation to industrialisation and economic diversification. The district is associated with important industrial locations including Bawal and Dharuhera, making manufacturing and industrial activity significant components of its economic context.

The available Haryana Economic Survey indicates continued expansion in the state's industrial sector during the study period. At the state level, the industrial sector at constant 2011–12 prices increased from ₹149,393.85 crore in 2020–21 to ₹166,980.61 crore in 2021–22 and ₹177,550.92 crore in 2022–23. The corresponding annual growth rates were approximately 11.8 per cent in 2021–22 and 6.3 per cent in 2022–23.

Table: Haryana Industrial Sector Context.

Indicator	2020–21	2021–22	2022–23
Industrial sector GSVA at constant prices (₹ crore)	149,393.85	166,980.61	177,550.92
Annual growth	—	11.8%	6.3%

Source: Haryana Economic Survey. Figures represent Haryana as a whole, not Rewari district.

Agricultural and Rural Development

Agriculture remains an important component of rural livelihoods in Rewari. Government interventions in the rural economy during the study period can be examined through agricultural infrastructure, irrigation, farmer-support programmes, rural employment, livestock development and allied activities.

The Haryana Statistical Abstract provides district-level information for several agricultural and allied sectors. For example, the 2023–24 statistical tables report 11 cattle-catching parties in Rewari and one veterinary-related facility/arrangement in the relevant district table, with 829 associated livestock-related units/animals as reported in the departmental table.

The Statistical Abstract also reports that Rewari had one recognised fish-related production facility/entry associated with 34 units in the relevant fisheries infrastructure table, although fish production in notified waters for Rewari was recorded as zero tonnes in 2023–24.

Health Infrastructure and Public Health

Health represents another central component of district-level development. The available official material indicates that Rewari had three urban primary health centres included in a 2023–24 state health-budget-related programme, with an annual programme allocation of

approximately ₹1.80 lakh under the particular component reported in the source. This figure should be treated specifically as a programme-level allocation, not as Rewari's total health expenditure. The broader health assessment should therefore combine: number of health facilities; bed capacity; doctors and health personnel; maternal and child health indicators; immunisation; institutional deliveries; disease-control programmes; health-service utilisation; and health infrastructure expenditure. A single facility or budget indicator cannot adequately measure district health development.

Table: Selected Health Programme Indicator.

Indicator	Rewari
Urban PHCs included in cited programme	3
Programme allocation reported	₹1.80 lakh
Additional programme component	₹4.05 lakh
Total reported amount in cited table	₹6.15 lakh

Source: Haryana health programme budget documentation, 2023–24.

Empirical Assessment of Development Outcomes in Rewari District, 2021–2026

This section empirically assesses the development trajectory of Rewari district during 2021–2026 through secondary administrative and statistical evidence. The analysis examines whether changes in government interventions, institutional capacity, service delivery and infrastructure were accompanied by observable changes in selected development indicators. The study does not rely upon primary surveys, interviews or respondent-level information. Instead, it uses government statistical publications, departmental records, programme-management information systems, district administration records and officially reported project information.

The analysis follows the conceptual sequence developed in the preceding sections: Policy Inputs → Institutional Capacity → Implementation → Service Delivery → Governance Outcomes → Development Outcomes. This approach is important because policy announcements, budgetary allocations and project sanctions represent inputs or implementation measures, whereas actual infrastructure availability, service utilisation and socioeconomic changes represent outputs and outcomes.

Education and Human Capital

Education constitutes one of the principal dimensions of human development. For Rewari, educational performance during 2021–2026 is assessed through school enrolment, physical infrastructure, sanitation, drinking water, digital facilities and gender-sensitive educational

infrastructure. Government-school enrolment provides an important indicator of public education utilisation. Reported district-level figures indicate that enrolment in government schools increased from 63,978 students in 2020–21 to 72,286 in 2021–22 and remained relatively high at 71,737 in 2022–23. It subsequently declined to 60,552 in 2023–24. An early-session figure of 56,245 students was reported for June 2024, but this should not be treated as a final annual enrolment figure.

Table: Government-School Enrolment in Rewari.

Academic Year	Students
2020–21	63,978
2021–22	72,286
2022–23	71,737
2023–24	60,552
2024–25*	56,245

*Early-session figure rather than completed academic-year enrolment.

The data indicate that government-school enrolment did not follow a continuous upward trajectory. Between 2021–22 and 2023–24, reported enrolment declined by approximately 16.2 percent. This represents an important policy challenge because improved physical infrastructure does not automatically guarantee increased utilisation of government schools. At the same time, declining government-school enrolment cannot be interpreted as an equivalent decline in total educational participation. Students may shift between government and private schools, while migration, household preferences, school quality perceptions and demographic changes can also influence enrolment.

Table: Selected School Infrastructure Indicators, Rewari, 2023–24.

Indicator	Percentage of Schools
Drinking-water facility	99.89
At least one boys' toilet	99.46
Functional boys' toilet	97.62
At least one girls' toilet	99.57
Functional girls' toilet	98.29
Handwashing facility near toilets	98.10
Handwashing facility after meals	98.63
Schools with computer laboratory	41.23

The infrastructure evidence presents a different picture from the enrolment trend. Basic facilities were available in almost all schools. Drinking-water coverage stood at 99.89

percent, while girls' and boys' toilet availability exceeded 99 percent. Functional facilities were slightly lower but remained high.

The comparatively lower proportion of schools with computer laboratories—41.23 percent—suggests that the digitalisation of school infrastructure was less universal than basic physical facilities. Future analysis should therefore distinguish between computer laboratories, functional computers, internet connectivity, smart classrooms and other forms of digital infrastructure.

Health and Public Healthcare

Health is another central dimension of development and provides an important test of the relationship between institutional capacity and service delivery. The Haryana Health Department maintains annual administrative reports and district-level information on public-health infrastructure.

The state's public-health delivery system consists of civil hospitals, community health centres, primary health centres, sub-centres, urban health centres and other specialised institutions. Rewari has a designated district-level health administration headed by the Civil Surgeon.

Table: Health-Service Assessment Framework for Rewari.

Dimension	Indicator	Analytical significance
Physical capacity	Civil hospital/CHC/PHC/sub-centres	Availability of healthcare
Human resources	Doctors, nurses and paramedical staff	Institutional capacity
Maternal health	Institutional deliveries, ANC	Maternal-service utilisation
Child health	Immunisation, neonatal indicators	Preventive healthcare
Public health	Disease surveillance	Health-system responsiveness
Financial protection	Public insurance/empanelment	Accessibility
Digital health	E-health services	Administrative efficiency
Tertiary care	AIIMS Rewari	Long-term regional health capacity

The establishment and development of AIIMS at Majra, Rewari, represents a major tertiary-health intervention. The Union Ministry of Health and Family Welfare records an approved outlay of approximately ₹1,646.43 crore for AIIMS Majra, Rewari, with 750 approved beds. The foundation stone was laid during 2023–24.

The AIIMS intervention should, however, be analytically separated from state-level post-2024 interventions. It represents a major development investment in the Rewari region, but it

predates the October 2024 Haryana Assembly election and involves the Union Government. It should therefore be included in the broader 2021–2026 development trajectory rather than classified as a post-election Haryana government initiative.

Health outcomes should be measured through utilisation and population indicators rather than through infrastructure expenditure alone. Accordingly, the subsequent district-level analysis should incorporate institutional deliveries, immunisation, maternal and child health, outpatient and inpatient utilisation, availability of health personnel and public-health programme coverage wherever comparable annual Rewari data are available.

Employment and Livelihoods

Employment is a central component of economic development and household welfare. Rewari's proximity to the National Capital Region, industrial areas and major transport corridors creates a diversified employment structure combining agriculture, manufacturing, construction, services, government employment and informal work.

The employment analysis therefore considers three distinct mechanisms: wage employment and rural employment programmes; contractual and public-sector employment mechanisms; and statutory labour protection and minimum wages.

District-level employment indicators should be interpreted alongside state-level labour-market indicators because not all employment statistics are available annually at district level. The Haryana Department of Economic and Statistical Affairs provides organised-sector employment statistics as part of its statistical databases. These data can be used to contextualise Rewari's employment structure, while district-specific employment-exchange and programme data provide additional evidence.

MGNREGA and Rural Employment

MGNREGA provides a particularly useful indicator of rural livelihood security because it combines employment provision with rural asset creation. The Haryana Rural Development Department describes MGNREGA as a demand-driven employment programme providing a legal guarantee of up to 100 days of wage employment to eligible rural households. During the study period, Haryana's notified MGNREGA wage rate increased from ₹315 per day in 2021–22 to ₹331 in 2022–23, ₹357 in 2023–24, ₹374 in 2024–25 and ₹400 in 2025–26.

Table: MGNREGA Wage Rate in Haryana.

Financial Year	Wage Rate per Day (₹)
2021–22	315
2022–23	331
2023–24	357
2024–25	374
2025–26	400

Between 2021–22 and 2025–26, the notified wage rate increased by approximately 27 percent.

The increase in wage rates represents a policy input affecting rural workers, but it should not be confused with actual household income because the number of days of employment received by each household varies. State-level evidence shows that MGNREGA remained a substantial rural-development instrument during 2024–25 and 2025–26. Haryana reported 117.92 lakh person-days against an approved labour budget of 100 lakh person-days in 2024–25, with expenditure of ₹695.31 crore. For 2025–26, the reported achievement as of 15 September 2025 was 52.82 lakh person-days against a target of 150 lakh person-days.

Table Age-wise Distribution of Registered and Employed Persons in Rewari District.

Age Group	Registered (%) 2025–26	Employed (%) 2025–26	Registered (%) 2026–27	Employed (%) 2026–27	Change in Employed Share (percentage points)
18–30 years	3.16	9.38	3.16	5.48	–3.90
31–40 years	20.32	27.47	20.32	30.48	+3.01
41–50 years	29.60	34.25	29.60	34.05	–0.20
51–60 years	23.59	20.97	23.59	23.57	+2.60
61–80 years	20.28	7.90	20.28	6.19	–1.71
Above 80 years	3.05	0.03	3.05	0.24	+0.21
Total	100.00	100.00	100.00	100.00	—

Source: <https://mnregaweb2.dord.gov.in/>

The distribution indicates that employment is concentrated primarily among persons aged 31–50 years. In 2025–26, the 41–50 age group represented the largest share of employed persons (34.25%), followed by the 31–40 group (27.47%). In the 2026–27 record, the share of employed persons aged 31–40 increased to 30.48%, while the 18–30 share declined from

9.38% to 5.48%. Because 2026–27 is not a completed financial year, these differences should be interpreted as changes in the distribution of recorded employment rather than evidence of a definitive annual employment trend.

Table: Block-wise MGNREGA Employment and Person-days in Rewari District.

Block	Households Employed, 2025–26	Person-days, 2025–26	Households Employed, 2026–27	Person-days, 2026–27
Bawal	387	11,130	19	162
Dahina	336	7,764	77	900
Dharuhera	180	3,189	35	421
Jatusana	258	5,924	62	386
Khol at Rewari	286	5,822	30	114
Nahar	884	21,329	128	2,045
Rewari	534	13,067	26	258
Total	2,865	68,225	377	4,286

Source: <https://mnregaweb2.dord.gov.in/>

The administrative data show substantial spatial variation in MGNREGA employment. During 2025–26, Nahar recorded the largest number of households employed (884) and person-days generated (21,329), followed by the Rewari and Bawal blocks. The 2026–27 figures are substantially lower, but this comparison should not be interpreted as an annual decline because the 2026–27 administrative record is a partial-year observation. The data nevertheless demonstrate the importance of block-level monitoring because district-level aggregates conceal considerable differences in programme utilisation.

Table: Distribution of MGNREGA Households by Number of Days of Employment.

Employment-Days Category	Households, 2025–26	Person-days, 2025–26	Households, 2026–27	Person-days, 2026–27
1–14 days	1,188	9,230	293	2,114
15–30 days	915	20,489	70	1,598
31–40 days	316	11,239	8	272
41–50 days	159	7,197	2	91
51–60 days	107	5,867	4	211
61–70 days	47	3,028	0	0
71–80 days	52	3,927	0	0
81–99 days	81	7,248	0	0
100 days	0	0	0	0
101–125 days	0	0	0	0
126–150 days	0	0	0	0
Above 150 days	0	0	0	0
Total	2,865	68,225	377	4,286

Source: <https://mnregaweb2.dord.gov.in/>

Table: Block-wise MGNREGA Financial Utilisation in Rewari District, 2025–26.

Block	Total Availability	Unskilled Wages	Semi-skilled & Skilled Wages	Material	Administrative Expenditure	Total Expenditure	Balance
Bawal	135.20	42.06	1.64	79.39	8.85	142.04	−6.84
Dahina	48.71	34.39	0.60	14.91	0.00	51.74	−3.03
Dharuhera	14.10	4.02	0.27	8.95	0.00	14.18	−0.08
Jatusana	3.44	4.79	0.00	0.00	1.32	6.11	−2.68
Khol at Rewari	44.24	16.50	2.00	22.87	2.87	47.22	−2.98
Nahar	72.73	73.00	0.40	23.15	4.84	102.72	−29.99
Rewari	12.15	16.22	0.13	0.00	8.89	25.24	−13.09
Block Total	330.56	190.98	5.05	149.27	26.77	389.25	−58.68

Note. Figures are in ₹ lakh. The table represents block-level records in the uploaded MGNREGA financial statement. The negative balance indicates expenditure exceeding the reported block-level availability in the administrative record and should therefore be interpreted as an accounting/administrative position rather than automatically as a fiscal deficit.

Source: <https://mnregaweb2.dord.gov.in>

Table: Block-wise MGNREGA Financial Utilisation in Rewari District, 2026–27.

Block	Total Availability	Unskilled Wages	Semi-skilled & Skilled Wages	Material	Administrative Expenditure	Total Expenditure	Balance
Bawal	46.37	4.38	0.91	35.10	5.06	49.82	−3.45
Dahina	21.61	5.67	0.44	14.37	0.00	21.61	0.00
Dharuhera	0.37	0.35	0.00	0.00	0.00	0.35	0.02
Jatusana	2.76	1.54	0.00	1.11	0.00	2.76	0.00
Khol at Rewari	9.26	0.36	0.00	8.28	0.00	9.09	0.17
Nahar	9.74	8.25	0.00	0.00	4.65	12.91	−3.16
Rewari	28.37	1.49	0.75	21.55	4.83	31.12	−2.75

Note. Figures are in ₹ lakh. The 2026–27 record should be treated as a financial-year-to-date/administrative record unless the source confirms that it represents the complete financial year.

Source: <https://mnregaweb2.dord.gov.in/>

Table Comparative MGNREGA Financial Position of Rewari District.

Indicator	2025–26	2026–27 (August 2026)	Absolute Change
Total availability (₹ lakh)	330.56	118.47	–212.09
Unskilled wage expenditure (₹ lakh)	190.98	22.05	–168.93
Semi-skilled/skilled wage expenditure (₹ lakh)	5.05	2.11	–2.94
Material expenditure (₹ lakh)	149.27	80.41	–68.86
Administrative expenditure (₹ lakh)	26.77	14.54	–12.23
Total expenditure (₹ lakh)	389.25	127.65	–261.60
Reported balance (₹ lakh)	–58.68	–9.18	+49.50

Source: <https://mnregaweb2.dord.gov.in/>

These state-level figures should not be substituted for Rewari-specific figures. The final district analysis should extract Rewari's household, person-day, expenditure and asset data from the MGNREGA Management Information System.

An additional development in 2026 was the transition from MGNREGA to the Viksit Bharat–Guarantee for Rozgar and Aajeevika Mission (Gramin) framework. The new framework provides for 125 days of guaranteed employment and introduces greater emphasis on rural infrastructure, water security, livelihood infrastructure, climate-related works, biometric authentication, spatial technology and digital monitoring.

Minimum Wages and Labour Protection

Minimum wages provide a second labour-market indicator. Haryana revises statutory minimum wages periodically based on the applicable legal and inflation-adjustment framework.

The unskilled minimum wage increased from ₹11,001.76 per month from July 2024 to ₹11,274.60 from July 2025. The corresponding daily rate from July 2025 was ₹433.64.

Table: Selected Haryana Minimum-Wage Rates.

Effective period	Unskilled monthly wage (₹)	Approx. daily wage (₹)
July 2024	11,001.76	423.14
January 2025	11,257.12	—
July 2025	11,274.60	433.64

The July 2025 rates for other categories were ₹11,838.29 for semi-skilled A, ₹12,430.18 for semi-skilled B, ₹13,051.71 for skilled A, ₹13,704.31 for skilled B and ₹14,389.52 for highly skilled workers. The statutory minimum wage and MGNREGA wage should not be treated as legally identical instruments. MGNREGA is a rural employment guarantee programme with

centrally notified wage rates, whereas statutory minimum wages operate under labour-law provisions applicable to covered employment.

Rural Development

Rural development in Rewari encompasses employment, water management, sanitation, housing, village infrastructure, self-help groups and livelihood diversification.

The Haryana Rural Development Department's 2025–26 programme framework includes MGNREGA, village-pond development, rural livelihoods, self-help groups, skill development, sanitation and related rural-development programmes.

The state-level 2025–26 programme data reported 5,033 SHGs formed against a target of 5,000 under the National Rural Livelihoods Mission, while training achievements were reported under DDU-GKY and RSETI.

Digital Governance and Service Delivery

Digital governance is one of the most visible institutional changes in Haryana's public-service architecture. The SARAL platform provides a common digital interface for government-to-citizen services. According to the Haryana Government, SARAL facilitates access to more than 545 schemes and services across 44 departments, boards and corporations. It includes application tracking, SMS-based status updates and performance monitoring through a Service Delivery Index.

Rewari's district administration provides SARAL facilities as well as digital access to transport, land records, water bills, electricity bills, employment-exchange registration and grievance-related services. The transport department has implemented online versions of VAHAN 4.0 and SARATHI 4.0 at Rewari, Bawal and Kosli subdivisions and the Regional Transport Office. Applicants can apply online, make payments electronically and track application status through digital systems.

Table: Digital Governance Indicators in Rewari.

Digital intervention	Function	Governance significance
SARAL	Government-to-citizen services	Single-window delivery
Application tracking	Status monitoring	Transparency
SMS updates	Citizen notification	Responsiveness
VAHAN 4.0	Vehicle services	Digital service delivery
SARATHI 4.0	Driving-licence services	Administrative simplification
Online land records	Revenue services	Accessibility
Employment exchange	Job-seeker registration	Labour-market access
Online bills	Utility services	Convenience
Grievance mechanisms	Citizen complaints	Accountability

Post-2024 Policy Implementation and Development Interventions

The October 2024 Haryana Assembly election provides a useful temporal reference point for analysing the subsequent period of state-government activity. The purpose of this subsection is not to attribute all development outcomes to the election or to the BJP-led government, but to identify and document development interventions undertaken or advanced after the election.

Development Projects in 2025

In June 2025, Haryana Chief Minister Nayab Singh Saini inaugurated eight completed projects worth ₹193.94 crore and laid foundation stones for seven additional projects estimated at ₹94.37 crore in Rewari. The combined value of the 15 projects was reported at ₹288.31 crore. The reported interventions covered administrative infrastructure, education, healthcare, roads, water supply and other public facilities.

Table: Selected Post-2024 Rewari Development Interventions.

Intervention	Financial/implementation status	Development dimension
District Jail	₹95 crore; inaugurated	Administrative infrastructure
Nursing college-related infrastructure	Inaugurated	Health/education
Water-storage infrastructure	Announced/implemented	Water supply
Drinking-water pipeline works	Announced	Basic services
Market Committee building	Announced	Agricultural administration
District library	Proposed	Education/knowledge
Health-facility upgrade	Proposed/under implementation	Healthcare
Road works	Inaugurated/announced	Connectivity
Municipal infrastructure	Announced	Urban governance

The distinction between the eight inaugurated projects and seven projects for which foundation stones were laid is methodologically important. An inaugurated project can generally be classified as an output, while a foundation stone represents an implementation commitment rather than a completed outcome.

Integrated Railway Over-Bridge

In August 2026, the Haryana Government approved an integrated Railway Over-Bridge project for Rewari at an estimated cost of ₹207.29 crore. The project is intended to address congestion associated with three busy railway crossings.

The project represents a significant post-2024 infrastructure decision. However, because approval does not equal completion, its current measurable indicator is project sanction, not traffic reduction.

Pre-2024 and Post-2024 Development Trajectory

The post-2024 period should not be isolated from the development trajectory established before the Assembly election. Several projects and programmes span multiple governments and administrative periods.

Table: Analytical Comparison of Development Phases.

Dimension	2021–Oct. 2024	Post-Oct. 2024	Analytical indicator
Education	Existing programmes/infrastructure	New/continued interventions	Enrolment, infrastructure
Health	Public-health system + AIIMS development	Additional facility interventions	Capacity/utilisation
Employment	MGNREGA/HKRN	Continued/revised programmes	Employment/person-days
Infrastructure	Existing projects	New approvals/inaugurations	Physical progress
Water	Existing schemes	New storage/pipeline projects	Coverage/capacity
Digital governance	SARAL and online services	Continued expansion	Usage/disposal
Rural development	MGNREGA/NRLM etc.	New programme framework	Assets/livelihoods
Urban development	Existing municipal programmes	New transport/sewerage interventions	Service delivery

DISCUSSION

The findings provide substantial support for the proposition that institutional capacity mediates the relationship between policy intervention and development. Rewari operates within a complex administrative structure involving district administration, local governments and departmental agencies responsible for education, health, rural development, infrastructure, labour, social welfare and digital service delivery. Haryana's administrative architecture encompasses these specialised departments and provides the institutional structure through which state-level policies are implemented at district level. The significance of institutional capacity is particularly visible in digital governance. Haryana's SARAL platform integrates more than 545 government services and schemes associated with 44 departments, boards and corporations and allows citizens to submit applications and monitor

their status. The platform also incorporates a Service Delivery Index for departmental monitoring. Such mechanisms indicate a movement towards integrated and digitally monitored service delivery.

However, institutional capacity should not be equated with administrative presence alone. Effective capacity also involves financial resources, human resources, technical expertise, coordination, monitoring and the ability to respond to implementation problems. The evidence from Rewari illustrates this distinction. The review of Chief Minister-announced projects in February 2026 reported that 198 of 372 projects had been completed, while 85 were under implementation and 83 had not yet been initiated. This evidence indicates both substantial implementation activity and a continuing implementation gap.

The Rewari case demonstrates that movement through these stages is neither automatic nor uniform. Some interventions have reached the output stage, while others remain under implementation. The distinction is particularly relevant to post-2024 infrastructure interventions. In June 2025, the Haryana Chief Minister inaugurated eight projects valued at ₹193.94 crore and laid foundation stones for seven projects valued at ₹94.37 crore in Rewari, representing a combined reported value of ₹288.31 crore.

These interventions constitute evidence of government activity, but the analytical significance of individual projects depends upon their implementation stage. An inaugurated project can reasonably be classified as a completed output, whereas a foundation stone represents a commitment to implementation rather than a completed development outcome. The distinction becomes even more important where projects have long gestation periods.

The 2026 administrative review further illustrates this issue. Of the 372 projects reported as having been announced for Rewari, 83 had not yet been initiated at the time of review. A proposed approximately ₹150 crore sewerage project for Rewari city was still at the estimation/planning stage. Thus, the evidence demonstrates that policy commitment and implementation remain distinct stages of the development process.

Rewari recorded high coverage of basic school facilities, including drinking water and sanitation. However, government-school enrolment declined after 2022–23. This divergence suggests that physical infrastructure is a necessary but not sufficient condition for strengthening public education. The finding has two implications. First, educational policy should increasingly incorporate indicators of learning, retention, attendance and transition rather than concentrating exclusively on physical infrastructure. Second, declining government-school enrolment requires further investigation into factors such as household preferences, private-school participation, demographic change, migration and perceptions of

educational quality. The available secondary evidence does not allow these factors to be separated conclusively. A similar distinction emerges in healthcare. Major investments such as AIIMS Rewari increase the institutional capacity of the district and surrounding region, but the developmental effects of such investments depend on operationalisation, staffing, utilisation and accessibility. Health infrastructure should therefore be treated as an intermediate determinant rather than an outcome in itself.

The employment findings reveal a similar distinction between programme availability and livelihood outcomes. MGNREGA remained an important rural employment mechanism during the study period, while the Haryana wage rate increased from ₹315 per day in 2021–22 to ₹400 in 2025–26. The increase represents a significant nominal change in the statutory programme wage, but its implications for household welfare depend on actual employment days, wage-payment timeliness, inflation and alternative employment opportunities.

The same analytical distinction applies to HKRN. Registration on an employment platform represents access to an institutional employment mechanism but cannot be interpreted as equivalent to employment or sustained livelihood security. Employment policy should therefore be evaluated through a sequence encompassing registration, placement, employment duration, remuneration and continuity.

The minimum-wage evidence also illustrates the importance of distinguishing nominal from real improvements. Increases in statutory wages can strengthen labour protection, but the effect on purchasing power depends upon price movements. A more complete assessment would therefore combine wage data with inflation-adjusted measures. Infrastructure represents one of the most visible areas of government intervention in Rewari. The district's location within the NCR and its connections with major transport and industrial corridors create significant demand for road, railway, water and urban infrastructure. The empirical findings indicate continued infrastructure development during the study period. However, the development effect of infrastructure depends on completion and utilisation. A sanctioned transport project may improve connectivity only after construction, while its wider economic effects may take considerably longer to emerge.

Digital governance provides a contrasting example of an intervention whose institutional effects can become visible relatively quickly. Haryana's SARAL system integrates hundreds of government services and schemes and provides application tracking and departmental service-delivery monitoring. The platform therefore represents an institutional mechanism capable of reducing administrative fragmentation and improving access to government services. The period following the October 2024 Haryana Assembly election provides an

analytically relevant temporal marker for assessing subsequent government interventions in Rewari. The evidence indicates continued governmental activity through project inaugurations, new foundation stones, water-related works, administrative infrastructure and other development initiatives. The June 2025 programme involving 15 reported projects valued at ₹288.31 crore provides a clear example of post-election government activity at district level. However, the empirical significance of the post-2024 period lies less in political attribution than in the opportunity it provides to examine a new phase of policy implementation. Several projects were already conceived or initiated before the election, while others were advanced after October 2024. Consequently, the election should not be treated as an experimental intervention or a complete institutional break.

The 2026 administrative review provides further evidence of the complexity of this implementation process. The finding that 198 of 372 announced projects had been completed, 85 were under way and 83 had not yet started indicates substantial activity alongside a measurable implementation backlog. This evidence strengthens the argument that government performance should be assessed through implementation and outcomes rather than announcements alone.

Policy Implications and Recommendations

The empirical findings of the study suggest that the assessment of district-level governance should move beyond conventional measures of expenditure, beneficiary coverage and physical project completion towards a more outcome-oriented framework. The Rewari case demonstrates that policy inputs do not automatically translate into development outcomes. Their effects are mediated by institutional capacity, implementation quality, service delivery and actual utilisation. Consequently, district governance should increasingly be assessed through the sequence of policy input, institutional capacity, implementation, service delivery, utilisation and measurable development outcome. Such an approach would provide a more rigorous basis for evaluating whether public interventions generate sustained improvements in socioeconomic conditions.

A significant implication concerns the availability and comparability of district-level data. The analysis indicates considerable variation in the frequency, coverage and measurement of indicators across sectors. Education, employment, health, infrastructure and welfare programmes frequently operate through separate administrative reporting systems, making longitudinal comparison difficult. An integrated district-level development database would strengthen evidence-based governance by bringing together programme expenditure,

implementation status, service utilisation and outcome indicators within a common analytical framework. Such a system would also facilitate the distinction between projects that have been announced, sanctioned, initiated, completed and operationalised, thereby reducing the possibility of interpreting administrative commitments as completed development.

The education findings demonstrate the importance of shifting attention from infrastructure provision towards educational utilisation and quality. Rewari has achieved extensive coverage of basic school infrastructure, yet government-school enrolment declined after 2022–23. This divergence indicates that infrastructure availability alone is insufficient to explain patterns of public-school utilisation. Educational monitoring should therefore incorporate student retention, transition, learning outcomes, teacher availability, attendance and school-level utilisation alongside infrastructure indicators. The policy concern is not simply whether facilities exist, but whether those facilities contribute to improved educational participation and learning.

The health sector similarly requires an outcome-oriented approach. Major institutional investments can expand healthcare capacity, but their developmental significance depends upon operationalisation, staffing, accessibility, utilisation and integration with primary and secondary healthcare. In the case of Rewari, large-scale tertiary healthcare investment represents an important addition to institutional capacity, but its broader developmental contribution can only be assessed through subsequent evidence on service utilisation, availability, patient access and health outcomes. This suggests that health infrastructure should be evaluated longitudinally rather than through capital investment alone.

The employment findings reinforce the need to distinguish programme access from actual livelihood outcomes. Increases in MGNREGA wage rates and the expansion of employment-related institutional mechanisms represent identifiable policy interventions, but they do not by themselves establish an improvement in household economic security. Employment assessment should therefore consider actual person-days generated, duration of employment, payment regularity, remuneration and continuity of income. Similarly, HKRN registration should not be treated as equivalent to placement or sustained employment. A more comprehensive employment framework would distinguish registration, placement, employment duration, remuneration and livelihood security, thereby providing a more accurate assessment of labour-market interventions.

MGNREGA also requires assessment beyond expenditure and wage rates. The developmental significance of the programme depends partly on whether employment generation is accompanied by durable and productive rural assets. District-level evaluation

could therefore examine the relationship between person-days generated and improvements in water conservation, rural connectivity, land productivity and community infrastructure. Such an approach would enable MGNREGA to be evaluated simultaneously as an employment-support mechanism and as an instrument of rural asset creation, without assuming that programme expenditure necessarily produces corresponding development outcomes.

Digital governance presents another important policy implication. The institutionalisation of SARAL has expanded the digital interface between citizens and government departments. However, the availability of online services does not automatically establish effective or inclusive service delivery. Evaluation should therefore move beyond the number of digitised services and examine processing time, completion rates, pendency, rejection, grievance resolution and accessibility. Particular attention is necessary for citizens who may face digital, technological or informational barriers. The effectiveness of digital governance ultimately depends on whether technological systems reduce administrative transaction costs and improve the reliability and accessibility of public services.

Infrastructure development requires similar attention to the complete implementation cycle. The evidence from Rewari demonstrates that projects exist at different stages, ranging from announcement and approval to implementation and completion. These stages represent different forms of administrative progress and should not be treated as equivalent indicators of development. District-level infrastructure monitoring should therefore incorporate clearly defined milestones covering sanction, initiation, construction, completion, operationalisation and utilisation. The eventual assessment should examine whether completed infrastructure improves mobility, access to services, economic activity or other measurable development outcomes.

The post-2024 period further demonstrates the importance of temporal sensitivity in policy evaluation. Several development interventions were announced, initiated or advanced after the 2024 Haryana Assembly election, but the available evidence indicates that projects remain at different stages of implementation. It would therefore be methodologically inappropriate to treat their announcement or financial value as evidence of completed development impact. A longitudinal framework should instead follow each intervention from announcement and sanction through implementation and completion to operationalisation, utilisation and eventual socioeconomic outcome. This distinction is particularly important because major infrastructure and institutional projects may require several years before their effects become observable.

The study also indicates the need to incorporate distributional dimensions into district development assessment. Aggregate indicators can conceal differences in access and outcomes across gender, social groups and rural–urban locations. Where administrative data permit, development indicators should therefore be disaggregated by gender, social category and geographical location. Particular attention should be given to women's access to employment, social protection, digital services and productive opportunities. Such disaggregation would make it possible to determine whether aggregate improvements are being translated into broadly distributed developmental gains.

Rapid urbanisation and industrial expansion create additional governance requirements for Rewari. The district's relationship with the NCR and the development of areas such as Dharuhera and Bawal generate increasing demand for water, sewerage, drainage, transportation, waste management and urban health services. Infrastructure expansion therefore needs to be accompanied by service-capacity planning and demand projections. The policy challenge is not merely to expand physical infrastructure but to ensure that public-service capacity develops in accordance with demographic and economic changes.

Effective implementation also requires coordination among district administration, municipalities, panchayats and departmental agencies. Fragmented implementation can weaken policy outcomes even when individual programmes receive adequate financial and administrative support. Greater institutional coordination can facilitate convergence between employment, infrastructure, education, health and welfare interventions. Such coordination should be evaluated in terms of its capacity to improve measurable outcomes rather than simply increasing the number of interdepartmental mechanisms.

Taken together, these findings support the development of a Rewari Development Performance Framework (RDPF) for systematic longitudinal monitoring. Rather than immediately constructing a composite development index, the framework could organise comparable indicators across human development, employment and livelihoods, infrastructure, social inclusion, and governance and service delivery. Each intervention could then be tracked according to its implementation stage and subsequently linked to relevant outcome indicators. This would create a more consistent empirical basis for evaluating district-level policy performance and identifying implementation gaps.

The central policy implication emerging from the study is therefore a shift from input-oriented governance towards outcome-oriented and longitudinal governance. Public expenditure, programme coverage and project completion remain important indicators of administrative activity, but they do not independently establish developmental effectiveness.

Their significance becomes clearer when connected to implementation quality, service utilisation and measurable socioeconomic change. For Rewari, strengthening the evidence architecture of district governance, improving interdepartmental coordination and systematically monitoring the transition from policy commitment to realised outcomes would provide a stronger basis for evaluating development performance.

CONCLUSION

This study examined the relationship between governance, policy implementation and development outcomes in Rewari district, Haryana, during 2021–2026. Using exclusively secondary data, the study analysed developments across education, healthcare, employment, rural development, infrastructure, labour protection, digital governance, social inclusion and public-service delivery. The analysis was guided by the proposition that government policy does not translate automatically into development outcomes; rather, institutional capacity and implementation processes mediate this relationship.

The empirical findings indicate that Rewari experienced substantial public intervention across multiple sectors during the study period. Improvements in basic educational infrastructure, expansion of digital service-delivery mechanisms, continued rural employment interventions, wage revisions, major healthcare investments and infrastructure development collectively demonstrate the breadth of policy activity at district level. However, the findings also reveal considerable variation between policy inputs, implementation outputs and measurable outcomes.

The education sector provides an important illustration of this complexity. Rewari recorded very high coverage of basic school infrastructure, including drinking-water and sanitation facilities, yet government-school enrolment declined after 2022–23. This suggests that infrastructure availability alone does not necessarily generate increased utilisation of public education. Factors relating to educational quality, parental preferences, demographic change, migration and the availability of private schooling may also influence enrolment, although the available secondary data do not permit these factors to be isolated.

The employment analysis similarly demonstrates the importance of distinguishing programme participation from livelihood outcomes. The increase in the MGNREGA wage rate during the study period represents a measurable policy intervention, but its effect on household welfare depends upon actual employment days, wage-payment regularity, inflation and alternative employment opportunities. Likewise, HKRN registration should not be treated as equivalent to actual employment or sustained income. These findings underline the

importance of measuring employment through a combination of access, duration, remuneration and livelihood security.

Infrastructure development represents another important dimension of Rewari's development trajectory. The district's strategic location within the NCR and its links with major transport and industrial corridors have contributed to continued investment in roads, transport, water supply and urban infrastructure. Nevertheless, infrastructure projects frequently have long implementation periods. A project that has been announced or sanctioned cannot therefore be treated as equivalent to a completed or operational development outcome.

Digital governance provides evidence of institutional transformation. Haryana's SARAL platform has integrated a large number of government services and schemes and provides mechanisms for application tracking and service-delivery monitoring. Such systems can reduce administrative fragmentation and improve accessibility. However, the developmental significance of digital governance ultimately depends upon actual citizen utilisation, processing efficiency, grievance resolution and inclusion of citizens who face barriers to digital access.

The post-2024 period provides an important dimension of the study. Following the October 2024 Haryana Assembly election, the BJP-led Haryana government continued and initiated identifiable development interventions in Rewari. The inauguration and initiation of projects in 2025 and subsequent infrastructure approvals provide evidence of continued governmental activity. At the same time, administrative evidence demonstrates that a proportion of announced projects remained under implementation or had not yet commenced. This reinforces the importance of distinguishing between political or administrative commitment, implementation, completion and measurable development outcomes.

The study therefore does not interpret the post-2024 development trajectory as a simple causal consequence of the Assembly election or attribute all observed changes to a single government. Development outcomes in Rewari are shaped by multiple levels of government, programmes initiated during different periods, private investment, demographic changes, market conditions and broader economic processes. The appropriate analytical approach is consequently to identify documented interventions and examine their implementation and subsequent outcomes over time.

The empirical findings suggest that the strength of this relationship varies across sectors. Where infrastructure and service-delivery mechanisms have achieved extensive coverage, the principal challenge increasingly concerns utilisation and quality. Where projects remain

under construction or at the approval stage, the immediate evidence concerns implementation rather than development impact.

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