

## Chapter 3

### Extent of Implementation of the Aspirational Districts Programme

#### 3.1 Introduction:

In the previous chapter, available literature on the Aspirational Districts Programme (ADP) in the study area has been discussed in two parts. The first part presents a review of the literature for each aspect of the Research work – on the Aspirational District Programme, Entrepreneurship Development, and Research Methodology, and the gap in the literature, and the second part presents the research methodology. The current chapter elucidates the extent of implementation of the ADP in the study area, which is the 14 Aspirational Districts of North East India. The 14 aspirational districts from the North Eastern Region of India form a crucial subset of the 112 districts under the Aspirational Districts Program (ADP). These districts are spread across Assam, Manipur, Meghalaya, Mizoram, Nagaland, Arunachal Pradesh, and Tripura. It is assumed that the implementation of ADP has not been uniform across all districts, with variations in progress which point to differences in administrative capacity, resource availability, local challenges, etc. The chapter is developed to achieve objective one of the study, which is ‘to investigate the extent of implementation of ADP in the study area.’

However, to give an overall view of ADP, in the present chapter, an attempt is also made to find out the extent of implementation of ADP at the national level. Both primary and secondary data were used in this regard. The required primary data were collected from the Nodal Officers of all 14 districts considered, and secondary data were collected from the Champions of Change Portal. This enabled a comparison between the findings of the two sources. A comparative analysis has been made to bring out the differences in the extent of implementation of the ADP in the study area. Since the present chapter aims to describe the ADP and investigate the extent of implementation, the descriptive research design is adopted. Based on the composite scores, the extent of implementation is divided into three groups; they are: (a) low, (b) medium, and (c) high.

The analysis is done by considering 82 Data Points of ADP. In the present study, it is considered that :

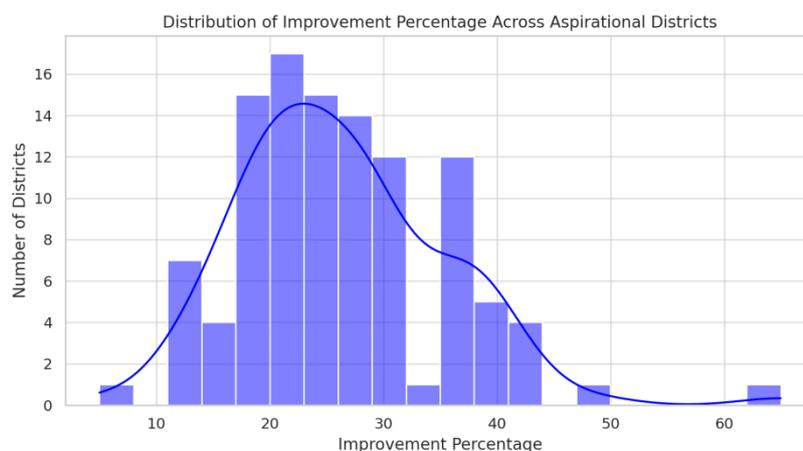
- (a) The low-level performing districts = low level of extent of implementation
- (b) The medium-level performing districts = the medium level of extent of implementation
- (c) The high-level performing districts = high level of extent of implementation

### **3.2 Overall Extent of Implementation of ADP in India**

#### **3.2.1 In Terms of Overall Indicators**

The overall implementation of ADP across the country has shown a mixed trajectory, with some districts making remarkable progress while others continue to struggle with systemic challenges. The findings based on the data extracted from the Champions of Change Portal reveal that some districts show major fluctuations in their rankings, indicating varied performance over time. The findings reveal that the Dohad district of Gujarat improved significantly from 112th place in April 2019 to 1st in May 2022, demonstrating a strong positive trajectory. Conversely, the Kupwara district of Jammu & Kashmir was ranked 2nd in August 2018 but dropped to 111th in October 2024, indicating a severe decline. Vidisha District of Madhya Pradesh had a lifetime bottom rank of 112 in April 2024 but improved to 2 in May 2024. Other districts like Rayagada in Odisha have shown both peaks and drops over short periods, ranking 2nd in May 2023 but falling to 111th in January 2024. Though out of five top performing aspirational districts, three are from the state of Uttar Pradesh, one district of Assam that is Darrang District which is one of the districts considered for the study, is one of the top five most improved Districts in terms of overall improvement for the parameters under the ADP during the period 2018 to Jun, 2024. As mentioned, the composite delta score is considered to assess the overall performance of districts under ADP. The top 5 performing and least performing districts are shown in Tables 3.1 and 3.2.

Diag 3.1: Distribution of improvement %ages across ADP districts



Source: Prepared by the Researcher from the Champions of Change Portal

Table 3.1 Top 5 Performing ADP Districts in India

Sl.No	State	District	Percentage of Improvement
1	Uttar Pradesh	Balrampur	64.97
2	Uttar Pradesh	Siddharthnagar	48.63
3	Uttar Pradesh	Sonbhadra	42.45
4	Assam	Darrang	42.22
5	Bihar	Araria	41.53

Source: Champions of Change Portal

Table 3.2 Bottom 5 Performing ADP Districts

Sl.No1	State	District	Percentage of Improvement
1	Jharkhand	Ramgarh	12.61
2	Jharkhand	Dumka	12.61
3	Rajasthan	Dhaulpur	12.21
4	Karnataka	Yadgir	11.24
5	Telangana	Bhoopalapalli, Warangal	5

Source: Champions of Change Portal

### 3.2.2 Extent of Implementation in Terms of Health & Nutrition Indicators

One of the key focal areas for the Aspirational Districts Programme (ADP) is Health & Nutrition, where targeted interventions aim to enhance maternal and child health, immunization, and overall healthcare delivery. This analysis provides insights into the extent of improvement achieved across districts since the programme's inception.

Out of the 112 districts which were analysed based on their percentage improvement in health and nutrition indicators, on average, the improvement is found to be 20.33 percentage, with the minimum improvement seen to be 1.30 percentage and the maximum improvement as 70.12 percentage. The Median improvement is found to be 16.81 per cent. Further, it is found that the top 25 percentage of the districts improved substantially by more than 28.16 percentage, and the bottom 25 percentage of districts improved by less than 11.66 percentage. The top 5 and bottom 5 performing aspirational districts in Health and Nutrition are shown separately in Tables 3.1 and 3.2, respectively. *(From the latest data of Champions of Change, of the bottom five performing Districts in Health and Nutrition, Barpeta district of Assam, which is also in the study area, is also found).*

Table 3.3 Top 5 Performing ADP Districts in Health and Nutrition

Sl.No	State	District	Percentage of Improvement
1	Jharkhand	Ranchi	70.83
2	Chhattisgarh	Sukma	63.05
3	Uttar Pradesh	Balrampur	56.02
4	Uttar Pradesh	Siddharthnagar	51.19
5	Uttar Pradesh	Chandauli	46.32

Source: Champions of Change Portal

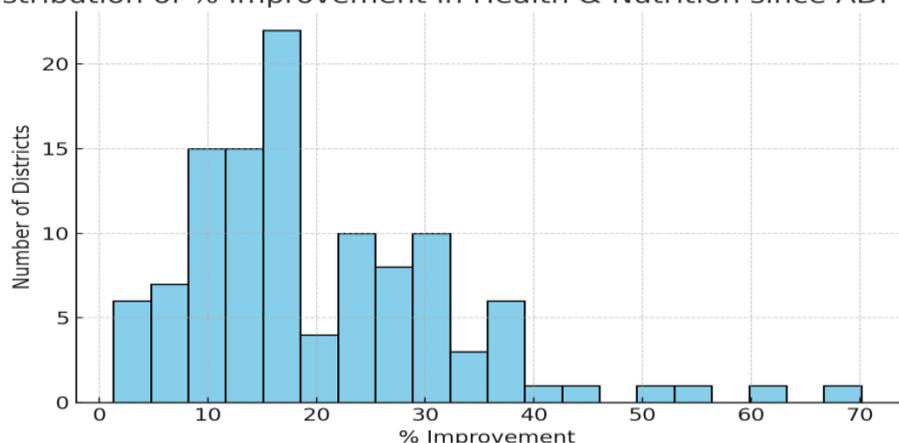
Table 3.4 Bottom 5 Performing ADP Districts in Health and Nutrition

Sl.No	State	District	Percentage of Improvement
1	Jharkhand	Chatra	5
2	Odisha	Malkangiri	5.340
3	Jharkhand	Pakur	5.470
4	Jharkhand	PurbiSinghbhum	6.010
5	Chattisgarh	Bijapur	6.590

Source: Champions of Change Portal

Diag 3.2: Distribution of Percentage improvements in Health & Nutrition across districts from 2018-2024

Distribution of % Improvement in Health & Nutrition since ADP (2018)



Source: Prepared by the Researcher from the Champions of Change Portal

### 3.2.3 In Terms of Education Indicators

This analysis is done to examine the improvements in education across all Aspirational Districts of the country, evaluating trends, regional disparities and factors influencing the progress. A significant improvement is found in the education sector across these districts, with varying degrees of success. The percentage improvement ranges from as low as 13.48 percentage by Nabarangapur in Odisha to as high as 54.33 percentage by Bhadradi-Kothagudem of Telangana State. The aspirational districts, such as Bhadradi-Kothagudem of Telangana, Katihar of Bihar, and Rayagada of Odisha, have seen remarkable improvements. Their improvements are found to be

54.33percentage, 50.4 percentage,and 49.08percentage, respectively. From a deep dive into the progress of individual indicators, focus on school infrastructure, such as Girls' toilets, drinking water facilities, etc, is found to be the cause, along with well-executed policy measures and community participation. It is also seen that in some districts, such as Raichur (13.55 percentage) and Nabarangapur (13.48 percentage), improvement has been relatively slow. From analysis of the component Key Performance Indicators, it is found that these regions face challenges such as lack of infrastructure, high pupil-teacher ratio, etc., indicating socio-economic hurdles which may require focused policy attention. Several districts have demonstrated substantial progress, indicating effective implementation of educational policies and interventions. Based on the findings, it can be inferred that show variation among the districts as far as the extent of implementation of the programme is concerned..

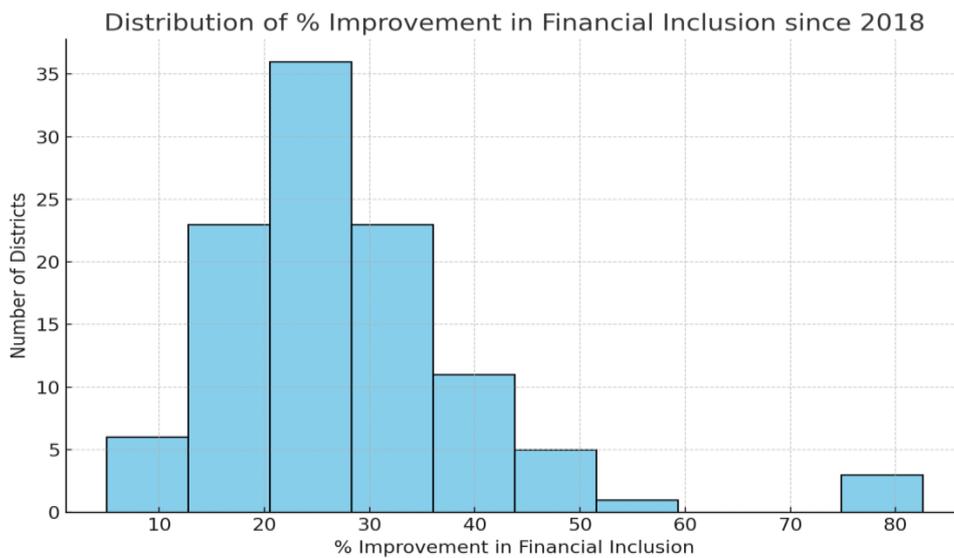
#### **3.2.4. In Terms of Financial Inclusion Indicators**

The analysis was done to see the progress of financial inclusion and district-wise delta rankings based on composite scores. Some districts show performance improvement. In March 2024, the highest-ranking district,Dhalai of Tripura, which is also a District from the study area, improved its position by **27 places**, reflecting a strong push in financial inclusion initiatives. The second-ranking District – Darrang of Assam – again a part of the study area – improved by a remarkable 103 ranks, and the third ranker Chamba of Himachal Pradesh by 109 places – all indicating how a concerted focus on these vertical yields results in quick time. Several other top-performing districts, such as Nuapada of Odisha, Parvathipuram Manyam of Andhra Pradesh, moved up by **8 to 10 places**, indicating a steady and consistent improvement in financial outreach programmes. It is also found that the leading district has achieved a financial inclusion improvement of approximately **37.77 percentage**and others showsubstantial growth above **20 percentage**.The distribution of improvements in financial inclusion across districts in percentageage from 2018 to 2024 is shown in Diagramme 3.3.

The diagramme indicates that there is significant variability in improvements in Financialperformance across Districts. While some districts have made significant progress, others show marginal improvements, which indicates disparities in financial

inclusion growth across regions. A few districts remain at the lower end of the rankings with little to no movement, emphasising the need for targeted policy interventions to bridge the financial inclusion gap in those areas and making such interventions broad-based.

Diag 3.3: Distribution of percentage improvements in financial inclusion across districts from 2018 to 2024:

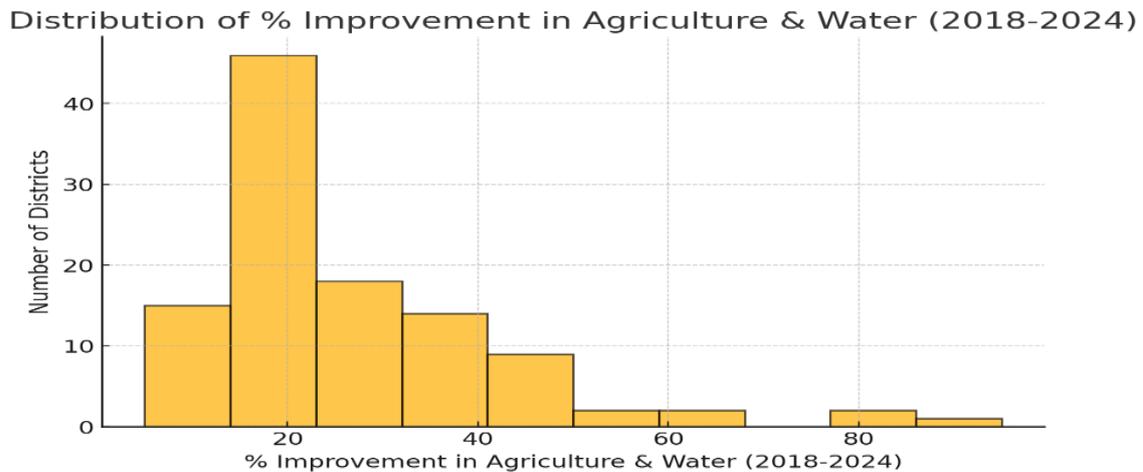


Source: Prepared by the Researcher from the Champions of Change Portal

### 3.2.5 In Terms of Agriculture & Water Resources Indicators

This section analyses the composite scores of aspirational districts and the %age improvement in Agriculture & Water Resources thematic areas, and the findings are shown in Diagramme 3.4. Here, the X-axis represents the percentage of improvement range in the cumulative score for all the Key Performance Indicators in this vertical, and the Y-axis shows the number of districts under the ADP falling within each range.

Diag 3.4: Distribution of Percentage improvements in Agriculture & Water across districts from 2018-2024:



Source: Prepared by Researcher from the Champions of Change Portal

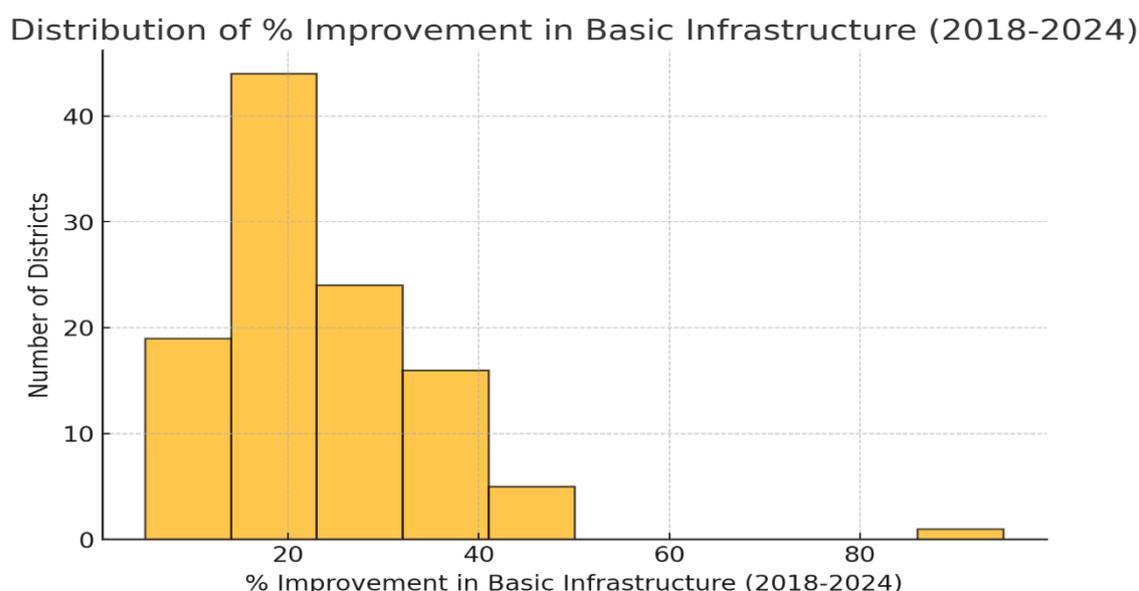
A higher variation in Composite Delta Scores has been seen in this sector from as low as 6.2 (Dumka of Jharkhand) to above 35 (Rayagada of Odisha, Dohad of Bihar, etc.), indicating major variances in focus and performances amongst these districts. This also indicates the relatively higher volatility of achieving results in this sector based on sectoral inputs and administrative focus. Districts like Kupwara of Jammu and Kashmir dropped drastically, suggesting challenges in maintaining development progress over time. While some districts have improved significantly in agriculture and water management, their overall composite score still varies, suggesting that other thematic areas may be pulling them down. Districts with low composite scores and low percentage improvement need urgent policy intervention. Similarly, districts such as Latehar in Bihar once ranked high (2 in Apr-2023) but dropped significantly to 111 in Jun-2024. Districts that have improved both their composite scores and agriculture & water performance can serve as models for best practices in development initiatives.

### 3.2.6 In Terms of Basic Infrastructure Indicators

This section evaluates the basic infrastructure development of districts under ADP with a specific focus on composite scores and %age improvement in Basic Infrastructure. The aim is to identify patterns, disparities and the overall impact of infrastructure initiatives.

The composite score analysis provides a steady and cumulative overview of a district’s infrastructure performance. Some districts exhibit significant progress, while others show fluctuations in rankings over time. For instance, while District Chhatarpur of Madhya Pradesh ranked 1st in June 2023 but, it was 112th in December 2021, showing remarkable improvement. Alluri Sitharama Raju District of Andhra Pradesh ranked 1st in January 2024 but was 111th in November 2023, indicating a sharp rise in performance. Some districts, such as Singrauli of Madhya Pradesh (81.2 score), have remained stable, while others show slight variations. Some districts have made substantial progress, such as Nabarangapur (36.70 %) of Odisha and Garhwa (30.82% ) of Himachal Pradesh, while others, like Kondagaon (8.76% ) of Chhattisgarh, have been slow in showing improvements, which indicates the need for further policy interventions and broad-based implementation. The following histogram (Diag 3.5) illustrates the percentage improvement in basic infrastructure across aspirational districts. The X-axis represents the percentage improvement range in the composite score as reflected in the monthly, quarterly, and annual data Diagrammes, while the Y-axis indicates the number of districts within each range.

Diag 3.5: Distribution of %age improvements in Basic Infrastructure across districts from 2018-2024



Source: Prepared by Researcher from the Champions of Change Portal

Under ADP, various districts have significantly improved infrastructure, be it electricity connections, internet connections for Gram Panchayats, all-weather roads, and so on, while others still face developmental challenges, some of which may stem from historical factors such as insurgency. Districts with low composite scores and minimal percentage improvement require strategic interventions. Identifying underlying causes for underperformance is crucial. High-performing Districts that have demonstrated consistent growth, such as Garhwa of Jharkhand and Nabarangapur of Odisha, can be studied to replicate successful strategies across other districts. Thus, it can be derived from the above discussion that *the extent of implementation of the Key Performance Indicators under the Basic Infrastructure vertical across the Aspirational Districts of the country is found to be high on variability across and intra-regionally, pointing to the intervening impacts of factors like demographics, local level efforts, etc.*

### **3.3 Overall Extent of Implementation of ADP in North East India**

The North Eastern India's districts under ADP have demonstrated steady improvements in composite scores and rankings since the programme's inception (2018). Districts like Udalguri (Assam), Namsai (Arunachal Pradesh), Goalpara (Assam), and Dhubri (Assam) have shown consistent progress, with improvement percentageages exceeding 28-38 percentage in key indicators. A closer look at lifetime rankings suggests that while some districts have temporarily reached top positions, sustaining high performance has been a challenge, whereas others have shown massive improvements in delta rankings even within extremely short time frames. For example, Namsai, which ranked 1st in June 2022, had been previously ranked 112th in May 2022, indicating fluctuations in governance effectiveness and policy implementation.

Compared to ADP districts in Andhra Pradesh, Karnataka, and Maharashtra (as districts from these three states are often highlighted for their relatively stable and sustained improvements in the ADP rankings, supported by stronger governance structures and economic resources), the North Eastern districts show three distinct findings. They are:

- Rankings are found to fluctuate more often in these states, indicating a mix of strong concerted interventions by the Government and local administration and structural challenges.

- Districts are found to show moderate to high improvement percentages, suggesting that government initiatives have had a measurable impact, and
- On average, lower composite scores than states like Gujarat and Tamil Nadu, reflecting continued infrastructural and governance challenges.

In this section, the key findings related to five areas, which are analysed based on the data extracted from the Champions of Change, are shown in 3.3.1 to 3.3.5.

### **3.3.1 On Health & Nutrition in Aspirational Districts of North East India**

A diverse level of improvement in health and nutrition indicators is found in the study area. It is also found that the average improvement in health and nutrition indicators across these districts stands at 18.5 %, which is slightly below the national average of 20.33 % for all 112 districts. Further, the highest improvement recorded among North Eastern districts is 38.52 % (Chandel, Manipur), which places it among the top-performing aspirational districts nationwide.

Among the 14 North Eastern aspirational districts, it can be observed during 2018 to 2024 that:

- (a) Top-Performing Districts: Chandel district of Manipur records 38.52 percentage improvement, which is the highest among the Aspirational districts in North East India and the top-performing aspirational districts nationwide. Darrang district of Assam records a 36.88 percentage improvement, showing strong progress in health and nutrition interventions.
- (b) Moderate-Performing Districts: Both Dhalai and Namsai districts, respectively of Tripura and Arunachal Pradesh, have recorded improvements in the range of 20-30 percentage, indicating steady progress. It is found that basic health indicators like maternal health and immunization rates have improved, but nutritional outcomes remain a concern.
- (c) Least-Performing Districts: Districts like Baksa of Assam, Kiphire of Nagaland have shown minimal improvements (10-15 percentage), raising concerns about implementation challenges and the reach of healthcare initiatives.

### **Comparison with Other Indian States**

Compared to other states in India, the performance of North Eastern districts presents mixed outcomes:

- (a) The top-performing districts (Chandel, Darrang) are competitive at the national level, showing that successful interventions can work even in remote areas.
- (b) The region has outperformed various districts in states like Bihar and Jharkhand.
- (c) The average improvement of North Eastern districts (18.5 percentage) is found to be slightly lower than the national average (20.33 percentage).
- (d) In states like Uttar Pradesh and Jharkhand, multiple districts have achieved over 40 percentage improvement, whereas the North East has fewer high-impact cases.

### **3.3.2 On Educational Improvements in Aspirational Districts of North East India**

The North Eastern (NE) region has shown a diverse range of improvements in education. The percent improvement varies significantly, reflecting the impact of interventions and existing challenges. The highest improvement among NE districts is seen in Namsai (43.97percent)&Mamit (37.99percent), while some districts like Kiphire (23.3percent) and Hailakandi (23.4percent) show relatively lower progress. Compared to the national average in the improvement of aspirational districts, districts in the study area exhibit a competitive performance, with many surpassing the 30 percent threshold. From the analysis of the performance trend across the districts, it is found that:

- **High-Performing Districts:** Districts such as Namsai, Baksa, Goalpara, and Mamit have exhibited strong improvements. In terms of delta rankings (dynamic monthly rankings), it is found that all the Districts in the study area have achieved the national level highest rankings at some point in their ADP journey, indicating the importance accorded by the local administration and focused Government and community initiatives.

- Moderate-Performing Districts: Mamit, Dhalai, Hailakandi, and Namsai demonstrate steady but uneven progress, suggesting the need for sustained policy efforts and further local-level monitoring and implementation.
- Lower-Performing Districts: Some districts, such as Udalguri and Kiphire, have reported slower improvements in the study period.

### **Comparison with Other Indian States**

When compared with districts from other regions in India, the NE districts display a mix of performance levels:

- (a) Competitive Performance: Districts such as Goalpara and Baksa have surpassed many districts from central and eastern states like Bihar and Jharkhand.
- (b) Lagging Behind Top Performers: Some of the highest-improving districts in India, such as Bhadradi-Kothagudem (54.33 percent) and Katihar (50.4 percent), still outpace the best-performing NE districts, highlighting the need for further targeted efforts in the region.

### **3.3.3 On Financial Inclusion in Aspirational Districts of North East India**

The selected North Eastern districts exhibit varied improvements in financial inclusion, with an average improvement of 47.92 percent. The highest recorded improvement is 82.54 percent (Goalpara), while the lowest is 23.98 percent (Kiphire). Some districts, such as Goalpara (82.54 percent), Darrang (76.41 percent), and Baksa (78.33 percent), have demonstrated exceptional growth in financial inclusion. However, lower-performing districts like Kiphire (23.98 percent) and Mamit (24.12 percent) show relatively slow progress, highlighting regional disparities. The average improvement (47.92 percent) is found to be higher than the national average (41.37 percent), indicating strong financial inclusion efforts in certain districts.

### **Comparison with Other Indian States**

- The top-performing North Eastern districts in Financial Inclusion are among the highest-ranking districts nationwide.
- The least-improving districts (with progress around 23-25 percent) fall below the national average, emphasizing the need for additional interventions.

- Compared to other Indian states, financial inclusion growth is more varied in the North East, with some districts excelling while others lag.

#### Distribution of Improvement in Financial Inclusion (in percent)

### **3.3.4 On Agriculture & Water Resource in Aspirational Districts of North East India**

In case of agriculture and water resource too, there is variations in the performance; the composite scores range from 6.31 % (Ribhoi) to 95 % (Udalguri), showing the highest variation in performance across verticals. While, districts such as Namsai (49.6%), Goalpara (61.46 %), and Darrang (62.25%), perform relatively well, others like Dhubri and Hailakandi have achieved a cumulative improvement of less than 30 % and struggle to perform. In terms of performance trend, it is revealed that while the best performers districts (Udalguri and Darrang) show relatively strong progress, the low performing districts (Ribhoi, Dhubri, and Hailakandi) appear to be struggling to achieve results and need significant intervention. Further, there is volatility of rankings in the sector; it indicates the tenuous links between inputs/efforts and results achieved. For example, Udalguri topped in Sept 2018 but hit the bottom in Oct 2018; Mamit ranked 1st in Jan 2020, rising from last place in Dec 2019.

#### Comparison with other Indian States

- **Stable Growth:** Districts from Andhra Pradesh, Karnataka and Maharashtra maintain composite scores above 40, while Northeastern districts mostly score below 25.
- **Sustained Progress:** Unlike volatile rankings in the Northeast, these states show gradual and sustained improvements due to better governance, irrigation infrastructure, and water conservation Programmes.
- **Infrastructure & Investment:** Maharashtra and Karnataka have stronger agricultural extension services and irrigation projects, whereas Northeastern districts depend heavily on rainfall and traditional farming.

### **3.3.5 On Basic Infrastructure in Aspirational Districts of North East India**

Here, too, the performance of the northeastern districts under the ADP exhibits considerable variation. While some districts, such as Darrang (38.82percent) and Chandel (40.01 percent), have achieved high composite scores, others, like Mamit (12.53percent) and Kiphire (16.12percent), continue to struggle. Several districts have demonstrated improvement in their rankings over time, with some reaching top positions momentarily. However, fluctuations in rankings suggest inconsistent development trends. For example, Baksa was ranked among the highest (2nd place in May 2023) and dropped to last place (112th) in June 2023. From the analysis of the performance trend across the districts, it is found that:

- (a) Highest Improvement districts: Chandel (40.01 percent), Darrang (38.82 percent), and Baksa (35.92 percent) have demonstrated the most progress in infrastructure.
- (b) Moderate Improvement districts: Ribhoi (25.36 percent), Goalpara (24.17 percent), and Udalguri (23.09 percent) show steady infrastructure enhancements.
- (c) Slowest Growth districts: Mamit (12.53 percent) and Kiphire (16.12 percent) have lower improvement percentages, indicating persistent challenges in infrastructure development.

Further, it is also observed that Hailakandi (82.0), Dhubri (76.3), and Goalpara (76.4) districts have relatively high composite scores, indicating better socio-economic progress, while Udalguri (46.5), Namsai (50.5), and Soreng (51.2) districts fall in the lower range, signalling challenges in development. There is notable improvements in some districts, which have shown substantial shifts in their rankings. For example, Dhubri was ranked 112th in May 2019 but reached first place in April 2024. Further, inconsistent performances in the case of some of the districts is also observed. Districts like Kiphire and Baksa have witnessed drastic fluctuations in their rankings, indicating inconsistent progress in various developmental sectors.

#### **Comparison with other well-performing Indian states**

While districts from Andhra Pradesh, Karnataka and Maharashtra have shown more stable and sustained improvements in the ADP rankings, in contrast, the

Northeastern districts show significant fluctuations—some like Udalguri rank at the top temporarily but drop drastically over time.

### **3.4 Extent of Implementation of ADP in the study area (based on Primary Data)**

As mentioned, to study the extent of implementation of ADP in the study area, a structured Questionnaire was designed and responses were sought from the Nodal Officers for ADP of all the 14 Aspirational Districts of North East India, and responses were received from all 14 Districts. Responses were collected for 82 data points, and the findings are shown below. The extent of implementation is measured in terms of the performance of the districts. The findings are shown in various Tables.

#### **3.4.1 Extent of Implementation of ADP in the Financial Inclusion**

Here, 16 data points (DP) are considered, and results are shown in Table 3.5: here, based on the percentage of performance, the extent of implementation is divided into three. They are low, moderate, and high. In case of DP1, the extent of implementation in three districts is found to be low; in case of DP12, the number of districts found to be low is ten, and in case of DP3, the number of districts is 11. In the case of DP9 and DP16, the extent of implementation in all the districts is found to be low. Three outcomes can be observed:

- High level of Implementation: Districts like Namsai, Kiphire, and Baksa consistently show high performance across multiple indicators, reflecting strong progress in financial inclusion and skill development.
- Moderate level of Implementation: Districts like Goalpara, Hailakandi, and Chandel show moderate performance in several areas, indicating progress but with room for improvement.
- Low level of Implementation: Districts like Darrang, Dhubri, Barpeta, and Soreng show a low to very low level of implementation in many indicators, highlighting critical gaps that require targeted interventions.

Table 3.5. Extent of Implementation of ADP in the Financial Sector

Data Point (DP)	Low ( $\geq 60\%$ )	Moderate ( $<60 > 90\%$ )	High ( $< 90\%$ )	Remarks
DP1	Darrang, Dhubri, Barpeta, Ri Bhoi, and Kiphire. have less than 60% .	Udalguri shows 80 to 90 %	Hailakandish shows above 90 %	Other districts can learn from Hailakandi's approach.
DP2	11 districts have less than 60% .	Nil	Namsai shows above 90 %	No data is found in the case of Hailakandi and Baksa.
<b>DP3</b>	12 districts have less than 60%	Hailakandi shows 80 to 90 %	Nil	No data for Dhalai
DP4	12 districts have less than 60% .	Nil	Goalpara and Hailakandi show with over 90 %	
DP5	10 districts show below 60% .	Dhalai shows 80 %-90 %	Namsai and Kiphire show 90 %	No data for Hailakandi .
DP6	10 districts show less than 60 %	Udalguri shows 80-90 %	Goalpara and Hailakandi show 90 %	No data for Dhalai
DP7	12 districts show less than 60 %	Goalpara shows 60-70 %	Nil	No data for Barpeta
DP8	11 districts show less than 60 %	Goalpara, Mamit, and Kiphire show 60 - 90 %	Nil	-
DP9	All districts show less than 60 %	Nil	Nil	There is a significant gap in the implementation of this

				programme.
DP10	12 districts show less than 60.	Goalpara shows 60 - 70%	Kiphire shows 90 %	-
DP11	11 districts show less than 60 %.	Goalpara, Chandel, and Kiphire show 60-90 %	Baksa show over 90 %.	--
DP12	12 districts show less than 60 %.	Goalpara and Chandel show with 60 -70 %	Nil	-
DP13	11 districts show less than 60 %	Goalpara, Chandel, and Kiphire show 60-90 %	Kiphire shows with over 90 %	-
DP14	11 districts show low performance, with less than 60 %	Goalpara shows with 60-70 %	Nil	-
DP15	11 districts show low performance, with less than 60 %.	Goalpara shows 80-90 %	Nil	-
DP16	All districts show less than 60%..	Nil	Nil	It highlights a significant gap in accessibility

Source: field survey

### 3.4.3 Extent of Implementation of ADP in the Basic Infrastructure Sector

The extent of implementation of ADP in the basic infrastructural sector in the study area is shown in Table 3.6. The findings of all 8 Data Points are shown in this table. From the findings, three main observations can be made; they are:

- Consistency: Some districts like Dhubri, Goalpara, and Udalguri consistently show high performance across multiple indicators. It shows that the extent of implementation in these districts is 'high'.
- Data Gaps: Baksa has missing data for most indicators, which limits the ability to assess its performance.
- Variability: Districts like Barpeta and Hailakandi show significant variability across different indicators, performing well in some areas but poorly in others.

Table 3.6. Extent of Implementation of ADP in the Basic Infrastructure Sector

Data Point (DP)	Low ( $\geq 60\%$ )	Moderate ( $<60 > 90\%$ )	High ( $<90\%$ )	Remarks
DP17	.-Nil	Dhalai	10 districts	No data of Barpeta, Baksa, Chandel, Ri Bhoi
DP18	Barpeta, Udalguri, Soreng	Namsai	8 districts	No data for Baksa, Ri Bhoi
DP19	<b>Nil</b>	Kiphire	11 districts	No data for Baksa, Soreng
DP20 under PMGSY)	<b>Nil</b>	Kiphire	11 districts	No data for Baksa
DP21	Darrang, Goalpara and Barpeta	Dhalai	7 districts	No data for Baksa, Chandel, Ri Bhoi
DP22	Dhubri, Hailakandi, Dhalai, Darrang, Barpeta, Namsai.	Udalguri	Goalpara, Mamit, Kiphire, Soreng	No data for Baksa, Chandel, Ri Bhoi
DP23	Namsai, Chandel, Ri Bhoi, Soreng, Hailakandi	-	7 districts .	No data for Baksa

DP24	Hailakandi, Namsai, Ri Bhoi, Mamit, Kiphire	Darrang, Goalpara	Dhubri, Barpeta, Udalguri, Dhalai, Chandel	No data for Baksa and Soreng
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Source: Field survey

### 3.4.3 Extent of Implementation of ADP in the Agriculture and Water Resources Sector

The findings related to the extent of implementation in the agriculture and water resources are shown in Table 3.7. Here, the performance of each aspirational district on 20 data points is checked. Some of the significant findings are: both the crops in Kharif and Rabi seasons, most districts show low coverage under PMFBY. While most districts show low levels in agricultural credit access, Kiphiredistrict of Nagaland demonstrates high performance, and Udalguri district of Assam shows moderate progress. The aspirational districts of the study area have ‘no or only one’ mandi linked to electronic markets. It indicates that *most of the districts of the study area show low performance in linking mandis to electronic markets, indicating a significant gap in market access for farmers*. Enhanced efforts to digitize agricultural markets and improve infrastructure can help bridge this gap. Further, most of the districts show low performance in price realization for wheat, indicating a need for better price support mechanisms.

However, significant progress in most of the aspirational districts of North East India, particularly in areas like animal vaccination, artificial insemination, and soil health card distribution, is observed. In most of the data points, Barpeta remains the leading district, having a high level of implementation of the ADP related to ‘agriculture and water resource’. It is in terms of the distribution of quality seeds to the farmers, as well as soil cards. The challenges remain in improving micro-irrigation, crop insurance, and agricultural productivity in most of the districts of the study area. By learning from high-performing districts and addressing gaps in low-performing areas, all districts can work towards achieving better agricultural and water resource outcomes.

The positive examples provide a strong foundation for scaling up successful initiatives across the region. Here, three observations are made:

- High Performers: Districts like Barpeta, Udalguri, and Chandel consistently show high performance across multiple indicators, reflecting strong progress in agriculture and water resource management.
- Moderate Performers: Districts like Dhubri, Hailakandi, and Mamit show moderate performance in several areas, indicating progress but with room for improvement.
- Low Performers: Districts like Darrang, Goalpara, Dhalai, and Soreng show low to very low performance in many indicators, highlighting critical gaps that require targeted

Table 3.7. Extent of Implementation of ADP in the agriculture and water resources

Data Point (DP)	Low ( $\geq 60\%$ )	Moderate ( $<60 > 90\%$ )	High ( $<90\%$ )	Remarks
DP25	All districts show with less than 60 %	-	-	No data for Baksa;
DP26	Darrang, Dhubri, Udalguri, Hailakandi, and Namsai show less than 60 %	Dhalai shows 60-70 %	Nil	No data for Barpeta, Goalpara, Baksa, Chandel, Ri Bhoi, Kiphire, and Soreng
DP27	Darrang, Dhubri, Barpeta, Goalpara, Dhalai, and Soreng show less than 60 % coverage.	Hailakandi shows 60-70 %	-Nil	No data for Remaining districts .
DP28	8 districts show less than 60 % coverage	Nil	Nil	No data for Namsai, Chandel, Ri Bhoi, Mamit, and Kiphire.

DP29	7 districts show less than 60 %.	Udalguri shows 60-70 %	Kiphire shows over 90 %	No data for Baksa, Namsai, Chandel, Ri Bhoi, and Soreng
DP30	7 districts show less than 60 %.	Nil	Barpeta and Mamit show over 90 %.	No data for Baksa, Namsai, Chandel, Ri Bhoi, and Kiphire
DP31	7 districts show less than 60 %.	-Nil	Barpeta and Mamit show above 90 %	No data for Baksa, Namsai, Chandel, Ri Bhoi, and Kiphire
DP32	Darrang, Dhubri, Barpeta, Dhalai, and Soreng*	-Nil	Nil-	No data for remaining 8 districts
DP33	Darrang, Dhubri, Barpeta, Dhalai, and Soreng*	-Nil	Nil-	No data for remaining 8 districts
DP34	Darrang, Dhubri, Goalpara, Udalguri, and Dhalai show less than 60 %	-Nil	Nil-	No data for remaining 8 districts
DP35	Darrang, Dhubri, Barpeta, Udalguri, and Dhalai show less than 60 %	Hailakandi and Mamit show 80-90 %	Goalpara shows above 90 %	No data for Baksa, Namsai, Chandel, Ri Bhoi, and Kiphire
DP36	8 districts show less than 60 %	Hailakandi shows 80-90 % improvement	-	No data for Baksa, Namsai, Chandel, Ri Bhoi, Mamit, and Kiphire
DP37	7 districts show less than 60 %	Hailakandi shows 80-90 %	Barpeta shows over	No data for Namsai, Chandel,

			90 %	Ri Bhoi, and Kiphire
DP38	9 districts show less than 60 %	-	Barpeta shows over 90 %	No data for Baksa, Namsai, Chandel, and Ri Bhoi
DP39	8 districts show less than 60 %	Dhubri shows 70-80 % improvement	-	No data for Baksa, Namsai, Chandel, and Ri Bhoi
DP40	7 districts show less than 60 %	Hailakandi shows 80-90 %.	Barpeta shows over 90 %	No data for Baksa, Namsai, Chandel, and Ri Bhoi
DP41	7 districts show less than 60 %	Hailakandi shows 80-90 %.	Barpeta shows over 90 %	No data for Baksa, Namsai, Chandel, and Ri Bhoi
DP42	9 districts show less than 60 %	Dhubri and Mamit show 80-90 %.	Darrang and Udalguri show over 90 %.	No data for Baksa
DP43	9 districts show less than 60 %	Dhubri shows 80-90 %.	Darrang, Chandel, and Ri Bhoi show over 90 %	No data for Baksa
DP44	7 districts show low performance, with less than 60 %	Darrang, Dhubri, Hailakandi, and Mamit show 80-90 %.	Barpeta and Udalguri show over 90 %	No data for Baksa

Source: Field Survey \*These districts show either no or only one mandi linked to electronic markets.

### 3.4.4 Extent of Implementation of ADP in the Education Sector

The findings related to the extent of implementation of ADP in the education sector is shown in Table 3.8. Here, the performances of all 14 aspirational districts are analysed based on 9 Data points. The findings reveal that districts like Barpeta, Dhalai, Namsai, Mamit, and Soreng consistently show high performance across multiple indicators, reflecting strong progress in education infrastructure and outcomes. Districts like Hailakandi, Chandel, Ri Bhoi, and Kiphire show moderate performance in several areas, indicating progress but with room for improvement, and districts like Darrang, Dhubri, Goalpara, and Udalguri show low to very low performance in specific indicators, highlighting critical gaps that require targeted interventions.

Further, the findings reveal significant progress in many districts, particularly in areas like functional girls' toilets, electricity facilities, and textbook distribution. However, challenges remain in improving transition rates, female literacy, and compliance with pupil-teacher ratios in some districts. By learning from high-performing districts and addressing gaps in low-performing areas, all districts can work towards achieving better educational outcomes. Based on the findings, it can be inferred that *there is variation among the districts in the extent of implementation of ADP in the education sector.*

Table 3.8. The extent of the Implementation of ADP in education

Data Point (DP) (performance during 2023-24).	Low ( $\geq 60\%$ )	Moderate (<60 > 90 %)	High (<90 %)	Remarks
DP45	Nil	Darrang and Dhalai show 80-90 % and Hailakandi shows 70-80 %	8 districts show over 90 %	No data for Chandel and Ri Bhoi.
DP46	Nil	Darrang, Goalpara, and Udalguri show 80-90 %;	Dhalai, Mamit, Kiphire, and	No data for Chandel and

		Dhubri and Hailakandi show 70-80 %	Soreng show above 90 %.	Ri Bhoi
DP47	Nil	Kiphire shows 80-90 %, and Barpeta, Namsai, and Ri Bhoi show 70-80 %	10 districts show above 90 %.	No data for Baksa
DP48	Nil	Udalguri shows 80-90 %; Dhubri, Darrang, Goalpara, Hailakandi, and Soreng show 60 - 70 %	Dhalai and Mamit show above 90 %.	No data for Barpeta, Baksa, Namsai, Chandel, Ri Bhoi, and Kiphire
DP49	Nil	Dhalai and Chandel show 70 -80 %. Kiphire shows 60 - 70 %	8 districts show above 90 %.	No data for Baksa
DP50	Nil	Nil	All the districts except one show above 90 %	No data for Baksa
DP51	Nil	Hailakandi, Chandel, Ri Bhoi, and Kiphire show 80-90%; Darrang, Dhubri, Goalpara & Udalguri show 70-80 %.	Barpeta, Dhalai, Namsai, Mamit, and Soreng show above 90 %.	No data for Baksa
DP52	Nil	Ri Bhoi shows 80-90%; Dhallaishows 70-80 %	11 districts show above 90 %.	No data for Baksa and Chandel.

Source: Field survey

### 3.4.5 Extent of Implementation of ADP in the Health & Nutrition sector

The findings related to the extent of implementation of ADP in the Health & Nutrition are shown in Table 3.9. An indication of strong antenatal care services, ensuring maternal and fetal health, is observed in five aspirational districts of the study area; they are: Darrang, Dhubri, Hailakandi, Namsai, and Soreng. These districts have more than 90 percent of pregnant women receiving 4 or more ANC check-ups. Out of 14 districts, in 11 districts, that is in the majority of the districts, above 90 percent of the sex ratio at birth is observed. This reflects a healthy balance between male and female births, ensuring equal opportunities for girls. In 5 districts, having above 90 percent of institutional deliveries is found; this shows strong access to institutional delivery services, ensuring safer deliveries for mothers and babies in these districts. It is also found that out of 14 districts, in 12 districts, above 90 percent of the newborns were breastfed within one hour of birth. This reflects strong adherence to breastfeeding practices, ensuring better newborn health.

From the findings, it is also observed that districts like Namsai, Soreng, and Ri-Bhoi consistently show high performance across multiple indicators, reflecting strong progress in health and nutrition outcomes, while districts like Dhalai, Goalpara, Hailakandi, Udalguri, Mamit, and Kiphire show moderate performance in several areas, indicating progress but with room for improvement.

Table 3.9. Extent of Implementation of ADP in the Health & Nutrition

Data Point (DP)	Low ( $\geq 60$ percent)	Moderate ( $<60 > 90$ percent)	High ( $<90$ percent)	Remarks
DP 53	Nil	Goalpara, Udalguri, and Mamit show 70-80 percent; Ri Bhoi & Dhalai have 60-70 percent	Darrang, Dhubri, Hailakandi, Namsai, and Soreng show above 90 percent.	No data for Baksa, Barpeta and Chandel.
DP54	Goalpara, Mamit and Kiphire show less than	Udalguri, Hailakandi, Namsai and Chandel show	Darrang, Dhubri, Barpeta, Dhalai and Soreng have above	No data for Baksa

	60percent	80 -90percentand Ri Bhoi has achieved 60 -70 percent	90 percent	
DP55	Goalpara has less than 60percent	Nil	9 districts show over 90percent	No data for Baksa and Soreng.
DP56 )	Udalguri and Dhalai show less than 60 percent	Nil	11 districts showabove 90percent.	No data for Baksa.
DP57	Nil	Goalpara & Dhubri show 60-70 per cent	10 districts show over 90percent	No data for Baksaand Udalguri
DP58	Ri Bhoi has less than 60percent.	Goalpara shows 80 - 90percent; Udalguri and Dhalai show 70- 80percent.	Darrang, Dhubri, Hailakandi, Namsai, and Soreng demonstrate over 90percent	No data for Barpeta, Baksa, and Chandel
DP59	Dhalaihas less than 60percent.	Hailakandi shows 80-90percent; Dhubri and Mamit 70-80percent.	11 districts show above 90percent.	No data for Baksa.
DP60	Udalgurihas less than 60percent.	Nil	Darrang, Barpeta, Goalpara, Dhalai, Namsai, and Soreng show above 90percent.	No data for Baksa, Chandel, and Ri Bhoi.
DP61	7 districts have less than 60percent	Namsaishows 80- 90percent;	Darrang, Barpeta, Goalpara, Chandel, and Soreng demonstrate 90percent	No data for Baksa.

DP62	Chandel have less than 60 percent	Nil	12 districts demonstrate above 90 percent	No data for Baksa.
DP63	11 districts have less than 60 percent of babies having a healthy birth weight	Nil	Namsai and Chandel demonstrate above 90 percent (babies having a healthy birth weight).	No data for Baksa
DP64	12 districts have less than 60 percent	Nil	Namsai demonstrates above 90 percent.	No data for Baksa
DP65	10 districts have less than 60 percent.	Nil	Namsai and Ri Bhoi show above 90 percent.	No data for Darrang, Barpeta, and Chandel
DP66	Dhubri and Mamit show less than 60 percent.	Ri Bhoi shows 80-90 percent.	7 districts demonstrate above 90 percent.	No data for Barpeta, Baksa, Chandel, and Kiphire
DP67	Dhubri and Mamit show less than 60 percent.	Udalguri and Ri Bhoi show 80-90 percent.	Darrang, Goalpara, Hailakandi, Dhalai, Namsai, and Soreng demonstrate above 90 percent	No data for Baksa, Chandel, and Kiphire
DP68	Darrang, Dhubri, Udalguri, Dhalai, Ri Bhoi, and Mamit show less than 60 percent.	Nil	Goalpara, Hailakandi, and Soreng demonstrate above 90 percent.	No data for Barpeta, Baksa, Chandel, and Kiphire.

DP69	A12 districts have less than 60percent.	Nil	Namsaidemonstrate above 90percent.	No data for Baksa
DP70	12 districts haveless than 60percent.	-	Namsaidemonstrate above 90percent.	No data for Baksa
DP71	Udalguri has less than 60percent.	Mamit shows 80 - 90percent.	7 districts demonstrate above 90percent.	No data for Darrang, Baksa, Chandel, and Kiphire
DP72	Goalpara, Udalguri, and Dhalaishow less than 60percent.	Dhubri and Mamitshow 80 - 90percent.	Barpeta, Namsai, Ri Bhoi, and Soreng show above 90percent.	No data for Darrang, Baksa, Chandel, and Kiphire
DP73	Nil	Chandel, Ri Bhoi, Mamit, and Kiphire show 80 - 90percent.	10 districts show above 90percent.	No data for Baksa
DP74	Udalguri, Hailakandi, Chandel, Mamit, and Kiphireshow less than 60percent.	Dhubri and Namsaishow 80 - 90percent.Darrangshows 70-80percent.	Barpeta, Goalpara, Dhalai, Ri Bhoi, and Soreng demonstrate above 90percent	No data for Baksa
DP75	Mamit shows less than 60percent.	Barpeta, Udalguri, Chandel, and Ri Bhoi show 80 - 90percent.	8 districts demonstrate above 90percent	No data for Baksa.
DP76	Dhubri, Barpeta, Udalguri,	Darrangshows 80-90percent.	7 districts demonstrate above	No data for Baksa.

	Hailakandi, and Chandel show less than 60percent.		90percent.	
DP77	9 districts show less than 60percent.	Namsai demonstrates 80 - 90percent.	Ri Bhoi and Soreng demonstrate above 90percent.	No data for Baksa.
DP78	Nil	Nil	All the districts have above 90 percent.	No data for Baksa
DP79	Udalguri, Dhalai, Mamit, and Kiphire show less than 60percent.	Darrang, Namsai, Chandel, and Ri Bhoi have 80 - 90percent.	Dhubri, Barpeta, Goalpara, Hailakandi, and Soren show above 90 percent.	No data for Baksa
DP80	Nil	Nil	All the districts have above 90 percent.	No data for Baksa
DP81	7 districts have less than 60 percent.	Barpeta and Goalpara show 70-80percent.	Dhalai, Namsai, Ri Bhoi, and Soreng have above 90 percent.	No data for Baksa
DP82	7 districts show have less than 60 percent.	Nil	Goalpara, Udalguri, Hailakandi, Chandel, Ri Bhoi, and Soreng have above 90 percent.	No data for Baksa

Source: Field survey-

### 3.5. Conclusion:

The Aspirational Districts Programme (ADP) is one of the significant interventions that aimed at transforming India's most underdeveloped districts by focusing on key areas such as health, education, agriculture, financial inclusion, skill

development and basic infrastructure. Since its launch in 2018, the programme has adopted a data-driven approach to track improvements and address disparities. From the analysis, it is revealed that there are fluctuations in the performance of aspirational districts. It suggests that while some districts benefit significantly from ADP interventions, others struggle with sustaining progress. In the study area, regarding financial inclusion, it is found that in insurance scheme enrolments, some of the districts like Udalguri and Soreng have high extent of implementation, variability of districts for some of the Key Performance Indicators (KPIs) is seen to be high for example Mudra loan disbursement, with Chandel and Barpeta lagging, and Aadhaar seeding rates vary widely, from Namsai's 90.8 percent to Chandel's 21.2 percent. *To improve financial access, lower-performing districts could adopt strategies from high achievers like Udalguri, while addressing data gaps in places like Baksa to ensure better monitoring and support.*

On basic infrastructure, certain aspects under the ADP have made significant progress, such as electricity coverage and road connectivity, with districts like Dhubri and Hailakandi achieving 100 percent in key metrics. However, internet penetration – another KPI for Gram Panchayats and Citizen Service Centres has scope for improvement, especially for Districts like Goalpara and Udalguri, indicating a need for focused digital infrastructure investments. *Successful models from top-performing districts could be replicated to accelerate progress in housing and connectivity, particularly in Dhalai, where pucca house construction and internet access require attention.*

Regarding agriculture and water resources, while micro-irrigation adoption is low overall, districts like Soreng and Darrang demonstrate the possibility of higher coverage rates with concerted local efforts. Agricultural credit growth is strong in Darrang, but PMFBY implementation requires better efforts, such as awareness building, efficacious disbursement mechanisms, etc., with Barpeta and Namsai reporting minimal or no coverage. *Strengthening crop insurance participation and expanding irrigation infrastructure are slated to enhance productivity. For this vertical in the study area, there is significant untapped potential, particularly for Districts like Kiphire.*

Besides, this system promotes and enables extremely high levels of competitiveness as it focuses on the interval growth very aggressively, not allowing any District to focus on past laurels. Making the ranks public further promotes high levels of competitiveness, which makes the districts strive for achievement of the indicators in a quick time, leading to the success of the programme that is based on the 3 Cs of Convergence, Collaboration and Competition.

Regarding education, transition rates between school levels are found to be 100percentfor Districts like Dhubri and Goalpara. Pupil-teacher ratio remains a concern, especially for Districts like Dhubri and Barpeta, suggesting a need to recruit teachers. In terms of textbook distribution and infrastructure successes, Namsai and Darrang districts offer actionable models for Districts across the country to emulate. Regarding Health & Nutrition, a significant level of implementation is found in most of the KPIs under this sector, especially such as institutional deliveries, breastfeeding and immunisation. However, challenges remain in addressing malnutrition, TB case notification. It is found that most Aspirational Districts in the study area are performing well in child immunisation, with several achieving high coverage of more than 90 percent. Chandel, Ri Bhoi, Mamit and Kiphire have the potential to improve through continued efforts, while Baksa can benefit from enhanced data collection to better monitor and support immunisation Programmes.

The present chapter highlighted the achievements and the areas needing improvement across sectors. *Variation in the extent of implementation of ADP among the 14 districts of North East India is observed in the present study. While some districts have a high level of implementation, some have a low level of implementation.* To conclude, by prioritising key focal & gap areas, digital infrastructure in Basic Infrastructure, financial access in Financial Inclusion, irrigation in Agri, teacher recruitment & training in Education and malnutrition reduction in Health & Nutrition aspects, all the Aspirational Districts in the study area can move closer to equitable development. The extent of implementation can be a contributing factor of entrepreneurship development in the study area. Hence, the state of Micro Small and Medium Enterprises is analysed in the next chapter.

References: <http://championsofchange.gov.in/site/coc-home/>