

Impact Assessment Report

For

**Chief Minister Good Governance Associate
Programme**

FY 2020-2021, 2021-2022 & 2022-2023

**Evaluation Conducted by
GIST Impact
May 2024**

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1. About GIST Impact

GIST Impact is an innovative data and analytics company that combines renowned sustainability knowledge with advanced technology and big data solutions. GIST Impact envisions a sustainable future where measurement shapes outcomes. Our mission is to empower investors and companies to measure and manage their impacts across all stakeholder dimensions, transcending mere shareholder returns. As pioneers in data and analytics, we meld sustainability expertise with cutting-edge technology to enable comprehensive measurement in Natural, Human, Social, and Produced capitals. GIST Impact provides unmatched sustainability analytics and insights, enabling business leaders to successfully navigate and thrive in today's intricate and volatile 'VUCA' environment.

GIST Impact is led by Pavan Sukhdev, Study Leader of TEEB, Lead Author of UNEP's landmark report 'Towards a Green Economy', author of 'Corporation 2020', Goodwill Ambassador for UN, and recipient of the 2016 Blue Planet Prize and more recently Tyler Prize for Environmental Achievement for 2020. We are headquartered in Geneva, with a global footprint in Mumbai, Delhi, and London.

Leaders in Impact Measurement

Our journey at GIST Impact has been defined by our unwavering commitment to measuring impacts using a scientifically rigorous methodology. With over 16 years of experience in this field, we have amassed a team that boasts a depth and breadth of knowledge in sustainability, science, and economics that is truly unmatched in the market. We take pride in our role as leaders in quantifying the far-reaching impacts of business activities on society and the environment. GIST Impact is more than a company; we are a catalyst for informed decision-making. Our mission revolves around providing innovative impact analysis solutions that empower investors and companies to not only measure and value their impacts but also benchmark them across the four crucial capitals: Natural, Human, Social, and Financial.

Our methodology conforms to globally accepted frameworks and aligns with esteemed global institutions, including the ICC, European Commission, Social Value UK, OECD, and UNEP. Moreover, our commitment to consistency is reflected in our alignment with key industry alliances such as Capitals Coalition, Value Balancing Alliance (VBA), and Integrated Reporting (IR), to name a few. This adherence to international standards ensures that our clients receive insights of the highest calibre.

Revolutionizing Sustainability with Products

At GIST Impact, we're revolutionizing sustainability through innovative products like SME 360, i360x and others. SME 360 platform provides streamlined data entry for Small and Medium Enterprises (SMEs), focusing on their natural capital impacts. It also offers aggregated consolidated reporting for supply chain owners, streamlining the process of sustainability reporting and analysis.

At GIST Impact, our commitment to innovation extends beyond SME 360. We proudly offer i360x, a cutting-edge SaaS-based platform designed to estimate impacts across the four critical capitals: Natural Capital, Human Capital, Social Capital, and Produced Capital. This platform provides invaluable insights into the multifaceted dimensions of sustainability, equipping businesses with the knowledge needed to make informed decisions.

But that's not all. We are also in the process of developing a groundbreaking Social Return on Investment (SROI) measurement tool in partnership with industry titan Microsoft. This tool is set to revolutionize the estimation of Social Capital Impacts, providing a measure of SROI. At GIST Impact, we believe that innovation is the cornerstone of progress, and our dedication to developing cutting-edge solutions reinforces our commitment to reshaping business practices in a sustainable direction. With these dynamic tools and ongoing partnerships, GIST Impact remains at the forefront of sustainability analytics, ensuring that our clients have the insights and tools needed to navigate the complexities of the modern business landscape with confidence and purpose.

A Vision for a Sustainable Future

As we look toward the future, GIST Impact is committed to advancing the field of sustainability analytics and insights. We continually innovate and adapt our solutions to stay ahead in a constantly evolving market, ensuring that our clients receive the best support possible. Our vision is clear: to remain at the forefront of industry trends, leverage emerging technologies, and expand our global footprint. We aim to empower business leaders to deliver better performance for all stakeholders, ensuring a sustainable and prosperous future for society and the environment.

In conclusion, GIST Impact is a trusted partner in the journey towards sustainability and success. We bring a wealth of experience, a network of valuable partnerships, and a passion for excellence to every project in building a sustainable and prosperous future.

Credits

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2. Executive Summary

Introduction

Good governance is integral to the sustainable development and efficient functioning of any nation, and India's vast and diverse population necessitates robust governance mechanisms. The good governance has potential to increase social as well as economic development of the country, the approach for good governance may differ from country to country based on their specific issues¹.

Good governance in an ideal scenario is difficult to achieve in its totality. A few countries and societies have come close to achieving good governance in its totality. However, to ensure sustainable human development, actions must be taken to work towards this idea with the aim of making it a reality². Often, governments face hurdles in governance when typical administrative offices struggle to efficiently implement and monitor performance due to various factors and excessive workload. The overwhelming burden of day-to-day administration often leads to a lack of focus and insufficient monitoring of other governance initiatives.

In order to have a robust monitoring and to observe how a formal and informal public decision and actions are being carried out under the purview of government machinery Government of Haryana took the initiative in 2016 to assess the public governance process through fellows named as good governance associates³.

The Government of Haryana introduced the Chief Minister Good Governance Associate (CMGGA) Programme is an effort by the Government of Haryana for transforming governance and fostering tangible changes within the state. These young individuals known as associates undergo comprehensive training, which equips them with a deep understanding of government operations and structures. Following this, they are deployed across the state's 22 districts, where they collaborate closely with district administrations to execute the government's flagship initiatives in key sectors such as education, women's safety, healthcare, primary and secondary education, family welfare and e-governance.

About Pernod Ricard India Foundation (PRIF)

Pernod Ricard India Foundation (PRIF) is an entirely owned subsidiary of Pernod Ricard India Private Limited (PRIPL), established to uphold its commitment to Corporate Social Responsibility in accordance with the CSR Act of 2013. Over time, the Foundation has been actively engaged in various areas, including water, healthcare, education, environment, and livelihood enhancement.

In partnership with the Ashoka University, PRIF got associated in CMGGA programme as a funding partner during FY 2020-21, 2021-22 and 2022-23 in the four districts of Haryana.

¹ Gupta, Mayank, Good Governance in India: Challenges and Way Ahead (August 15, 2023). Available at SSRN: <https://ssrn.com/abstract=4541275>

² Sheng, Y. K. (2009). What is good governance. United Nations Economic and Social Commission for Asia and the Pacific.

³ Kundu,R.,and Lata, S., (2023), Public Governance Internship and Chief Minister's Fellowships in India: An Empirical Analysis of Haryana, Journal of People, Politics and Administration, 1(1), pg.13-27

Over the duration of this good governance endeavour, PRIF's reach encompassed around 4 districts within the Haryana resulting in a total of more than 8 lakhs individuals receiving the benefit of the good governance programme within different schemes, encompassing different cohorts of population. The programme has been conducted for three consecutive years where the overall funding support provided by PRIF was around 2.3 cr.

These initiatives impact various United Nations Sustainable Development Goals (SDGs), notably SDGs 4 and 8. These contributions arise from enhanced grade-level competency, foundational literacy and numeracy (FLN) skills, and increased future income for associates and Anganwadi workers through the Saksham, Samarth and Associates programs. Over the past year, these programs have benefited a total of 8 lakh beneficiaries, underscoring PRIF's commitment to community support.

Among all the districts, Bhiwani has generated the highest economic impact, reflecting its effective implementation of these initiatives. The Saksham program has been successful, providing significant returns on education and improving student outcomes. Meanwhile, the Mukhya Mantri Antyodaya Parivar Utthan Yojana has excelled in increasing disposable family income and reducing financial burdens through various support measures. Together, these programs have delivered the most significant economic value compared to other schemes, showcasing their crucial role in enhancing socio-economic conditions in the region.

GIST Impact has evaluated the overall Impact of the programme in terms of mincerian return to education (From mincer earnings function), saving in early childhood care and education, avoided stationery and printing cost, faster service delivery, avoided crop loss, increased disposable income within families, avoided cost of counselling and legal assistance and enhanced future earning potential of the beneficiaries. As a result of this impact evaluation, the programme demonstrates an impact value of ₹1.17 Crores, ₹2.17 Crores and ₹2.39 Crores indicating a Social Return on Investment (SROI) of ₹1.17, ₹2.17 and ₹2.39 for financial year 2020-21, 2021-22 and 2022-23 respectively.

3. Objective of the Study

The objective of this evaluation is to estimate the impact and Social Return on Investment (SROI) resulting from the chief minister good governance programme funded by PRIF in the four districts of Haryana for the financial year 2020-2021, 2021-2022 and 2022-2023.

4. Methodology of Assessment

As per Social Value UK, Social Return on Investment (SROI) is a framework for measuring and accounting for this much broader concept of value; it seeks to reduce inequality and environmental degradation and improve wellbeing by incorporating social, environmental, and economic costs and benefits.

SROI measures change in ways that are relevant to the people or organisations that experience or contribute to it. It tells the story of how change is being created by measuring social, environmental, and economic outcomes and uses monetary values to represent them.

The nature of the Social Return on Investment (SROI) for the CMGGA programme is predominantly forecast-driven, owing to the limited availability of primary data and reliance on secondary sources to anticipate a substantial portion of the benefits it aims to generate. While evaluation elements are present, the SROI framework primarily leans towards forecasting due to the expected significant economic impact it is projected to yield.

Overall, the assessment aims to provide a comprehensive understanding of the effectiveness and impact of the good governance initiative of government of Haryana on the beneficiaries of four district of Haryana, highlighting their broader contributions to both business sustainability and societal development.

5. Scope and Framework of Current Assessment

GIST Impact has assessed the stakeholder impact generated by the chief minister good governance associate (CMGGA) programme. The primary goal of the PRIF CMGGA programme was to enhance the efficacy of the government delivery system by bringing in the innovative solutions, and to inculcate good governance practices like transparency, accountability, participation and responsiveness.

The Haryana government operates numerous schemes, but the benefits are not reaching the people at the bottom of the pyramid due to a lack of awareness and administrative issues such as inefficiencies and non-adherence to good governance practices. Good governance associates play a pivotal role in addressing these issues. They work to enhance transparency, accountability, and efficiency within the administration. By increasing awareness among the beneficiaries, they ensure that information about the schemes is effectively communicated to those who need it most.

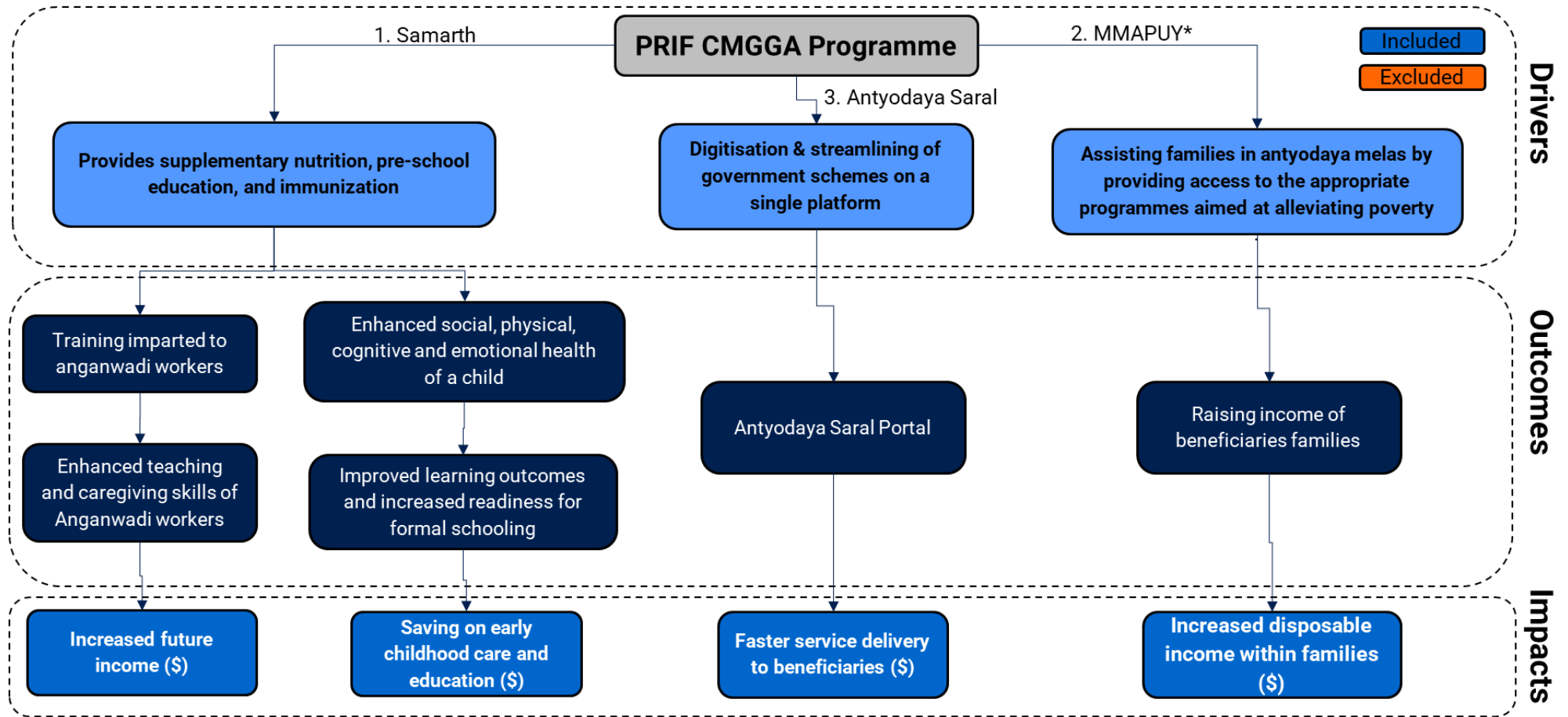
Additionally, they monitor and evaluate the implementation processes to identify and rectify leaks and other inefficiencies. Through these efforts, good governance associates help bridge the gap between government initiatives and the underserved populations, ensuring that the intended benefits reach the grassroots level and contribute to overall societal development.

In the four districts of Haryana, namely Bhiwani, Panchkula, Palwal, and Charkhi Dadri, a significant number of people avail benefits of multiple government schemes. These initiatives aim to improve various aspects of life, such as healthcare, education, employment, and social welfare. However, despite the availability of these schemes, there are still many individuals who face substantial challenges in their day-to-day lives.

The PRIF has partnered with the CMGGA programme to address these challenges and specifically target and improve the delivery mechanisms through the efforts of good governance associates. As a result of this programme, an aggregate of 8 lakhs individuals have benefited from the various government initiatives.

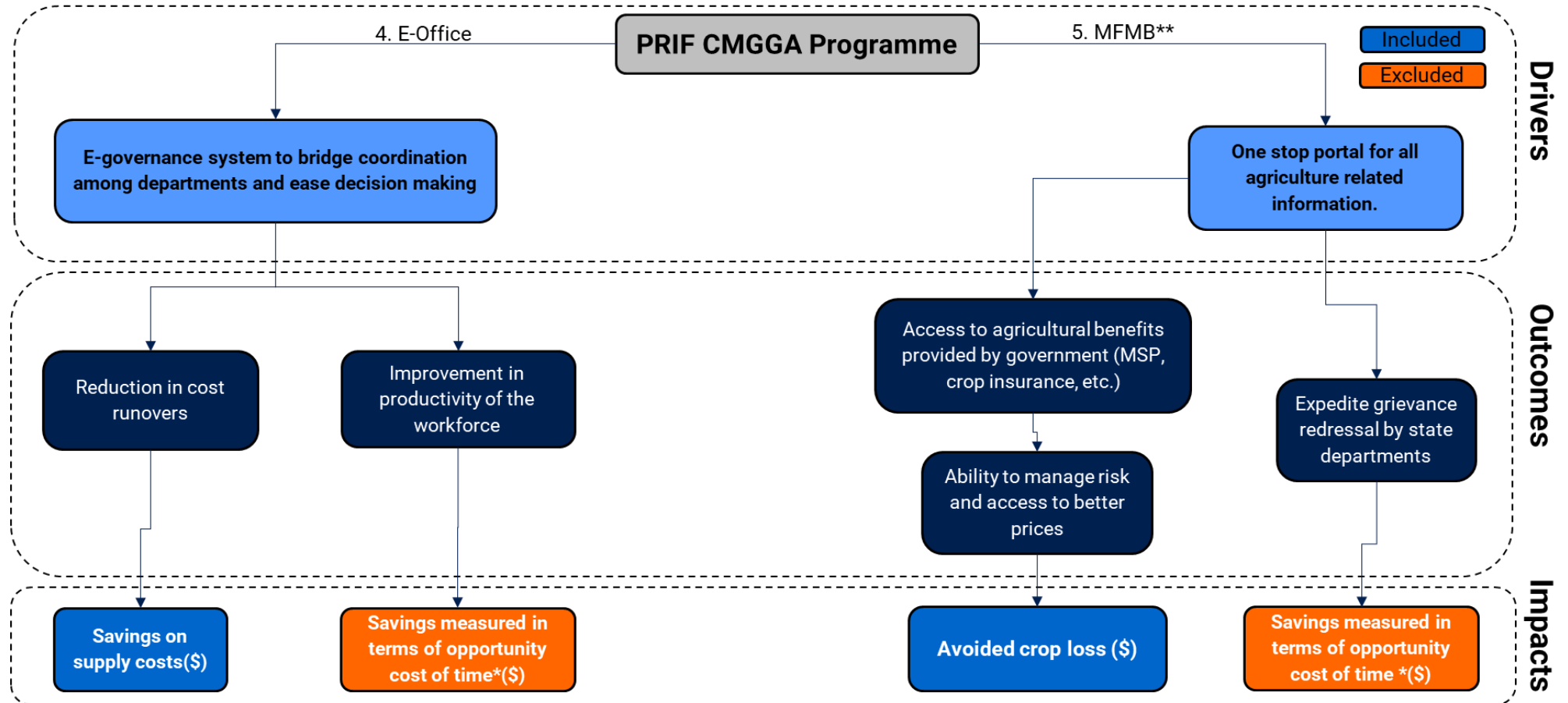
However, considering the specific focus of the intervention, the significance of the benefits involved, and the accessibility of primary data, the current assessment is limited in scope. It primarily aims to evaluate the impact of the chief minister good governance programme, encompassing both PRIF-supported scholarships and Leverage scholarships. This assessment primarily focuses on estimating the economic value of the benefits arising from the intervention in the four districts of Haryana.

5.1 Framework of SROI Evaluation: Samarth, Antyodaya Saral & MMAPUY



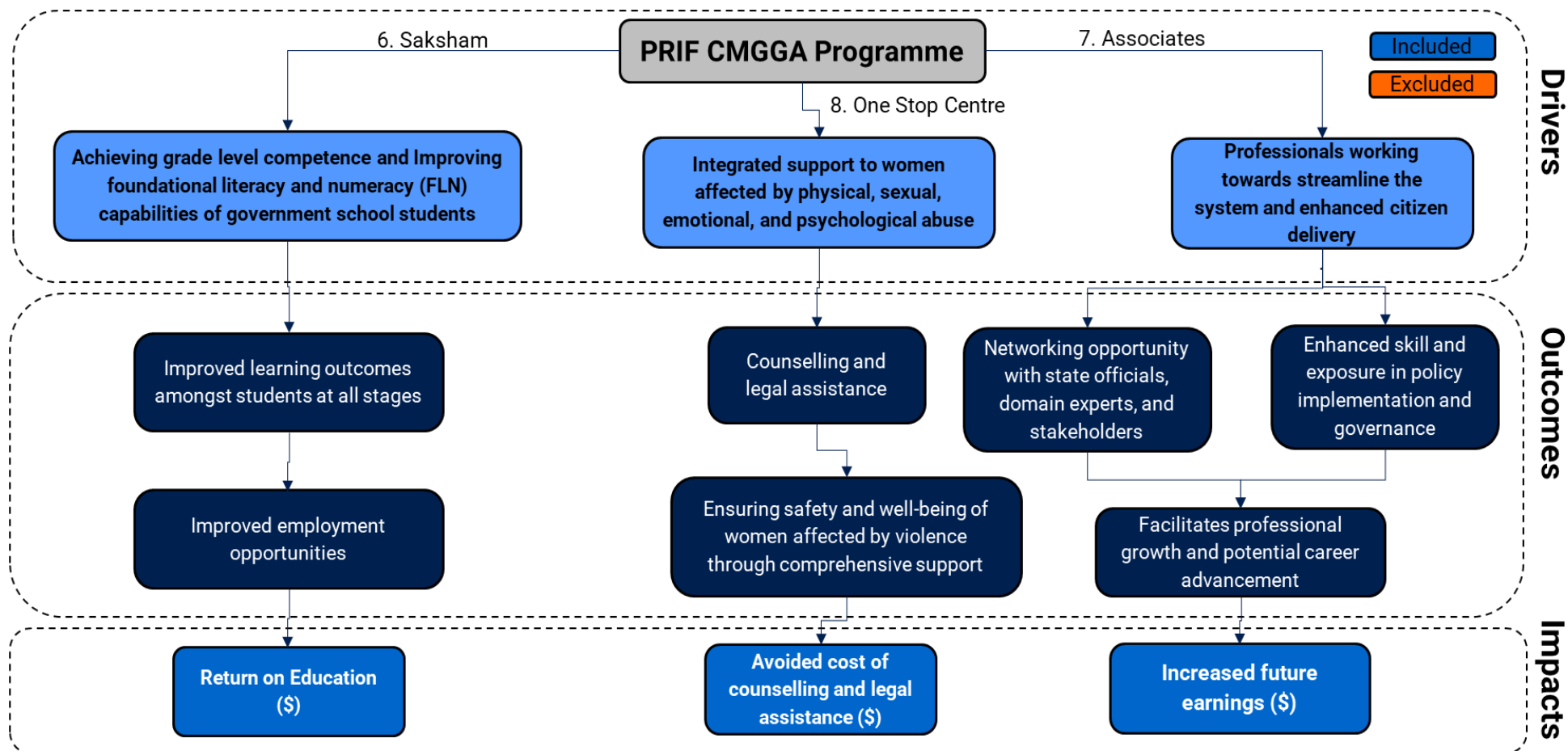
Note*MMAPUY is Mukhya Mantri Antyodaya Parivar Utthan Yojana

5.2 Framework of SROI Evaluation: E-Office & MFMB



Note * Due to lack of data these impacts are excluded from the scope of evaluation
 **MFMB is Meri Fasal Mera Byora

5.3 Framework of SROI Evaluation: Saksham, One Stop Centre & Associates



6. Limitations of Assessment

While conducting the Social Return on Investment (SROI) analysis for chief minister good governance associate programme, several limitations emerged that need to be acknowledged to provide a comprehensive understanding of the study's scope and potential implications. The primary constraint was encountered in the process of stakeholder engagement.

- **Communication and Stakeholder Engagement:** One significant limitation pertains to the challenge of reaching and engaging with the key stakeholders i.e., the beneficiaries. The current study hopes to assess the impact of the outcomes and due to the paucity of time and challenge in engaging with the stakeholders (community/participants) their input could not be directly incorporated into the analysis.
- **Data Collection and Measurement:** Assessing the programme's intended outcomes and impacts faced significant challenges due to the non-availability of essential indicators of the programmes, including the number of beneficiaries, at the district level.
- **Baseline Data Availability:** Non-availability of baseline data and inadequate historical information presented additional obstacles in establishing a clear comparison between pre- and post-programme conditions.
- **Secondary Research and Data Gap Filling:** Due to the unavailability of programme outcome indicators, the analysis necessitated the formulation of assumptions and the utilisation of secondary research to fill data gaps. While efforts were made to ensure the fairness of these assumptions, they introduce an element of uncertainty and may impact the accuracy of the calculated social return.

It is crucial to interpret the study's findings considering these limitations. While efforts were made to mitigate these challenges through robust methodologies and reliable secondary data sources, the results should be interpreted with a degree of caution, and future research should prioritise direct stakeholder engagement for a more comprehensive SROI analysis.

7. Introduction

The Chief Minister Good Governance Associate (CMGGA) Programme is an effort by the Government of Haryana for transforming governance and fostering tangible changes within the state. The programme started in 2016 with an idea to empower cohort of young individuals who act as a catalyst for transparency, accountability, and efficiency in public service delivery⁴.

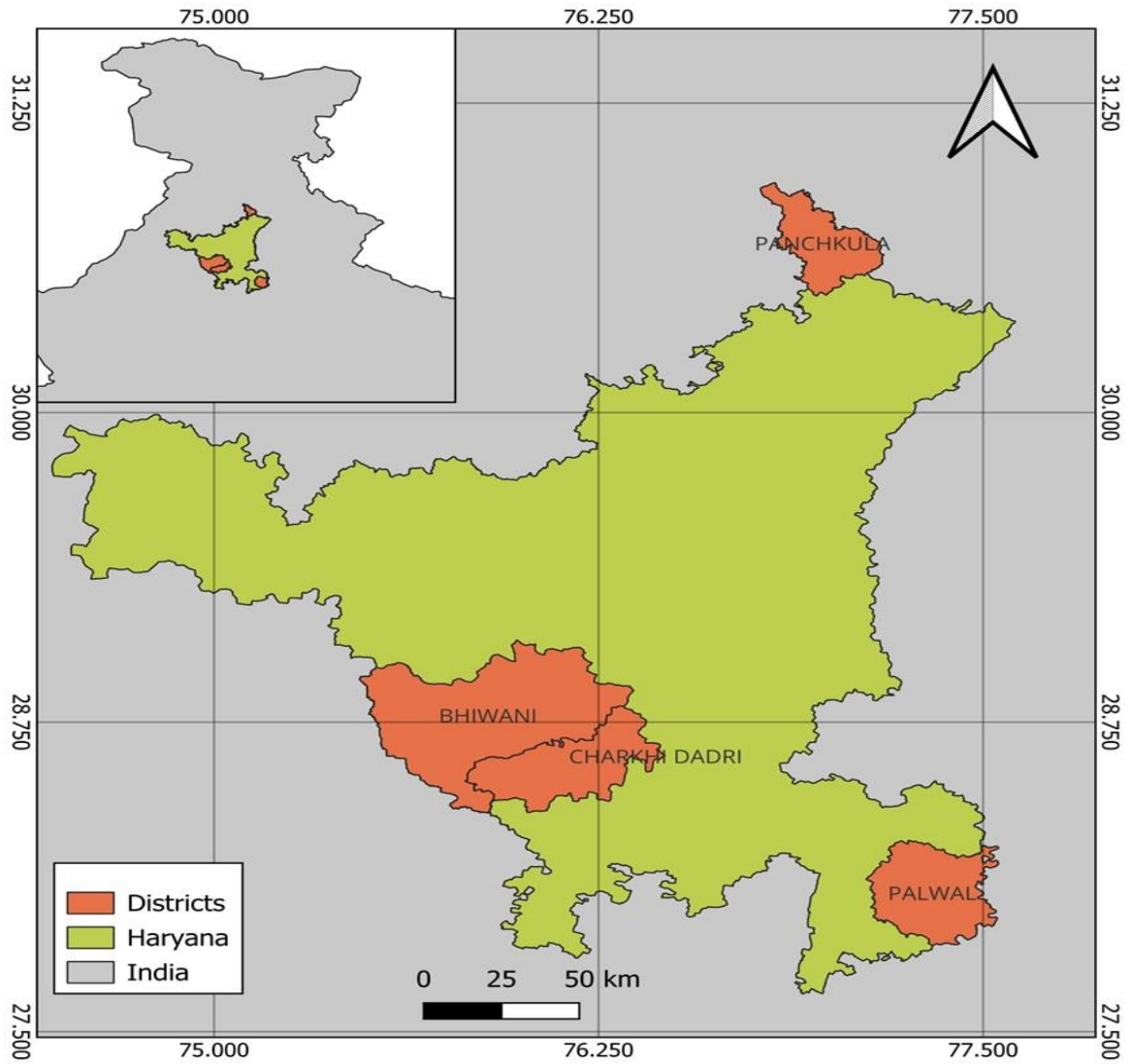
CMGGA is funded by few of the major corporates under their corporate social responsibility initiative and sustainability priorities. Pernod Ricard India Foundation is one of the prominent corporate entities that has generously contributed to this admirable endeavour. The CMGGA initiative promotes collaboration among governmental entities, academic institutions, and private sector organizations to effectively advance policy implementation. Additionally, these strategic partnerships facilitate the integration of technological solutions to address current on-the-ground challenges, while also capitalizing on the invaluable policy expertise offered by our esteemed donor partners.

Under this programme a cohort of young individuals known as associates who undergo comprehensive training at Ashoka University, which equips them with a deep understanding of government operations and structures. Following this, they are deployed across the state's 22 districts, where they collaborate closely with district administrations to execute the government's flagship initiatives in key sectors such as elementary education, women's safety, healthcare, family welfare, and e-governance.

Throughout the programme, Associates spearhead efforts to streamline implementation processes and overcome bottlenecks by fostering collaboration among various government stakeholders and departments. Additionally, they undertake innovative pilot projects tailored to address district-specific challenges, with successful initiatives being scaled up statewide. Associates have emerged as agents of change, driving impactful transformations across Haryana. Their efforts have translated into tangible improvements on the ground, illustrating the program's effectiveness in driving positive change and improving governance at the grassroots level.

⁴ <https://www.ashoka.edu.in/chief-ministers-good-governance-associate-cmgsa-programme-working-towards-the-vision-of-new-haryana/>

Figure 1 Location of PRIF CMGGA Intervention Districts



(Source: GIST Impact, 2024)

7.1 Saksham Scheme

Samarth Haryana aims to establish a network of 4,000 co-located playschools, specifically designed for Early Childhood Care & Education. These playschools are to be staffed with trained Anganwadi Workers to deliver high-quality preschool education and prepare students for formal education.

With respect to the Samarth programme, the CMGGAs have a dual mandate: firstly, to empower and train Anganwadi Workers to provide high-quality pre-school education; and secondly, to identify infrastructure gaps in these co-located playschools and promptly notify the Department for necessary action. Additionally, they are tasked with providing comprehensive guidance on teaching methodology and the importance of socio-emotional learning to all 24,000+ Anganwadi Workers.

7.2 Mukhya Mantri Antyodaya Parivar Utthan Yojana (MMAPUY)

The Mukhyamantri Antyodaya Parivar Utthan Yojana (MMAPUY) proactively tackles governance issues and alleviates poverty. Its core objective is to elevate the annual income of the poorest (Antyodaya) families, initially to Rs. 1 lakh per annum and eventually to Rs. 1.8 lakh per annum per family.

Associates within the MMAPUY are instrumental in various capacities. They actively engage in gathering feedback from citizens enrolled in the programme, evaluating its implementation, and suggesting improvements. They provide crucial support to the district administration by facilitating the organisation and monitoring of Melas, ensuring their smooth operationalisation. Moreover, associates play a pivotal role in expediting scheme sanctioning processes by identifying and addressing delays, liaising with department nodals and Lead District Managers (LDMs), and providing support during review meetings.

7.3 Antyodaya Saral

Antyodaya Saral, a groundbreaking initiative launched by the Government of Haryana in 2017, is transforming service delivery with its innovative approach. By embracing a paperless, cashless, and faceless mechanism, it ensures seamless access to essential services for citizens across the state.

CMGGAs have been closely involved in the evolution of the programme. Initially, they conducted a comprehensive diagnosis of the project, streamlining services in Sub-Divisional Magistrate (SDM) Offices and providing invaluable feedback for designing the project at the state level. Subsequently, CMGGA batches have accelerated the adoption of new digital systems, operationalised over 100 Antyodaya Saral Kendras, and facilitated the increased adoption of data-based reviews by district administration officials.

Moreover, associates have actively assisted in improving district performance in grievance redressal and Right to Service, implementing SOPs for end-to-end paperless service delivery, and conducting training sessions for district nodals on Antyodaya Saral.

7.4 E-Office

The E-Office programme in Haryana represents a significant shift towards digital governance, aiming to make the government file processing system paperless while enhancing transparency, efficiency, and accountability. Developed as part of the National e-Governance Plan, E-Office streamlines government processes through digital file processing, enabling seamless inter and intra-government transactions.

CMGGAs facilitate district-level reviews chaired by the Deputy Commissioner to ensure smooth onboarding and adoption of E-Office. They also conduct capacity-building workshops for district department staff and address local challenges such as hardware shortages and user rights issues. Additionally, they disseminate usage and performance reports to drive adoption and coordinate with technical teams to resolve any technical challenges encountered during implementation

7.5 Meri Fasal Mera Byora (MFMB)

Meri Fasal Mera Byora is an innovative agricultural scheme introduced by the Haryana government in 2018. Under the scheme, farmers intending to sell their crops at MSP in designated grain markets, or Mandies, must register on the dedicated online portal. This digital platform facilitates the submission of crucial crop details, including type, cultivation area, and expected yield, thereby establishing a comprehensive database of agricultural production.

Associates are tasked to boost registration under the MFMB scheme. They engage with farmers, gather feedback, and propose improvements to enhance portal registration. Additionally, they support the district administration in developing district-specific operational plans and organising outreach activities like free village registration camps.

7.6 Saksham Scheme

Saksham Haryana, launched in 2017, aims to improve the quality of education by ensuring that 80% of government school students in elementary classes are grade-competent, with a later target of achieving 100% competency, or Saksham. The first phase, concluding in May 2019, achieved an 86% grade-level competency in Hindi and Math for students in classes 3, 5, and 7. The programme's second phase focuses on sustaining this competency across Grades 3 to 8 while improving secondary education quality. Amid the lockdown, two major initiatives were launched: EDUSAT, streaming educational content through dedicated TV channels, and "Ghar se Padhao," utilising WhatsApp and SMS to continue learning at home. These adaptations mitigate learning loss during the pandemic and ensure continued educational progress for students across Haryana.

The role of associates within the Saksham Haryana programme has been multifaceted. Firstly, they have actively engaged in Monitoring & Evaluation activities, collaborating closely with senior District Administration officials to facilitate reviews based on Saksham scorecards. Secondly, associates have focused on bridging the gap between schools and parents, which had widened due to the pandemic. They have organised online Parent-Teacher Meetings (PTMs) and invited parents to attend physical PTMs at schools. Such initiatives encourage open discussions on issues faced by parents.

7.7 One Stop Centre

The One Stop Centre (OSC) programme in Haryana addresses women's safety as a top priority in the state. OSCs provide comprehensive support to women affected by various forms of violence, including physical, sexual, emotional, psychological, and economic abuse, regardless of age, class, caste, education status, or marital status. This programme has aided women who have encountered sexual harassment, sexual assault, domestic violence, trafficking, honor-related crimes, acid attacks, or witch-hunting.

The associates played a crucial role within the One Stop Center scheme. Their responsibilities included facilitating access to specialised services for women and ensuring that the centres were well-equipped and staffed to assist visitors.

7.8 Associates

The CMGGA programme is more than just a platform for engagement with government officials; it is a transformative journey for associates, shaping their career trajectories and fostering personal growth. Associates are immersed in the intricacies of governance, from policy formulation to grassroots implementation, allowing them to gain hands-on experience and develop practical skills.

Moreover, mentorship from seasoned professionals and exposure to diverse challenges equip associates to cultivate valuable skills transferable across different sectors. By actively contributing to governance initiatives, associates not only drive positive change in communities but also lay a robust foundation for their own professional development. This immersive experience not only broadens their horizons but also empowers them to emerge as impactful leaders.

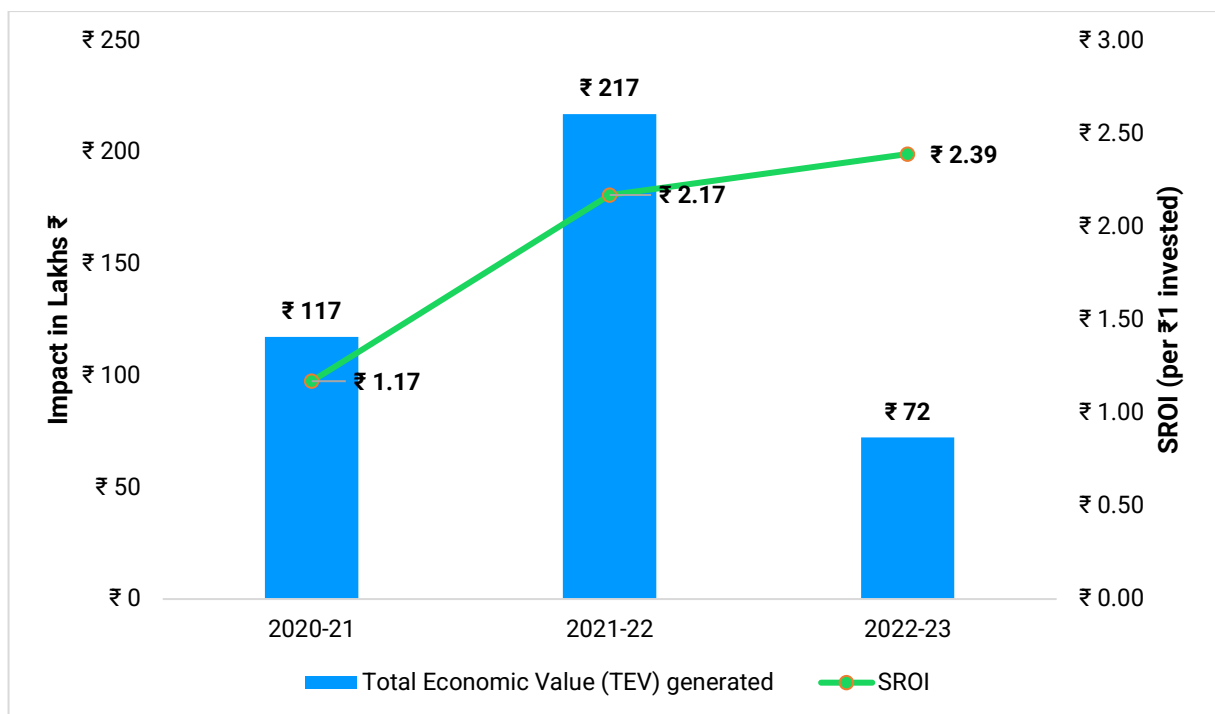
8. Overview of Impact Generated through Chief Minister Good Governance Programme

The impact valuation results of the chief minister good governance associate programme reveal that the PRIF intervention generates a significant monetary impact through its initiative. This effect becomes even more prominent when considering the cumulative impact generated over the years. The impact generated by Saksham and Mukhya Mantri Antyodaya Parivar Uthan Yojana contributes most compared to their peer modules.

GIST Impact conducted impact assessment by estimating the economic benefit of potential future income of associates, return on education for government school students who obtained grade level competence, benefit of faster service delivery to citizen through antyodaya saral, avoided early childhood care and education cost, avoided counselling and legal assistance cost for women beneficiaries of one stop centre, avoided crop loss for farmers, avoided printing and stationery cost and increased disposable income within the families.

The total economic value of impact has grown significant from ₹117 core to ₹217 crore in the second year of assessment due to additional modules being added and then it has dropped to 72 lakhs as the project was operational only for four months from July to October. The SROI has grown over the years from ₹1.17 to ₹2.39.

Figure 2 Total Economic Value (TEV) of impact created through PRIF CMGGA programme over the years

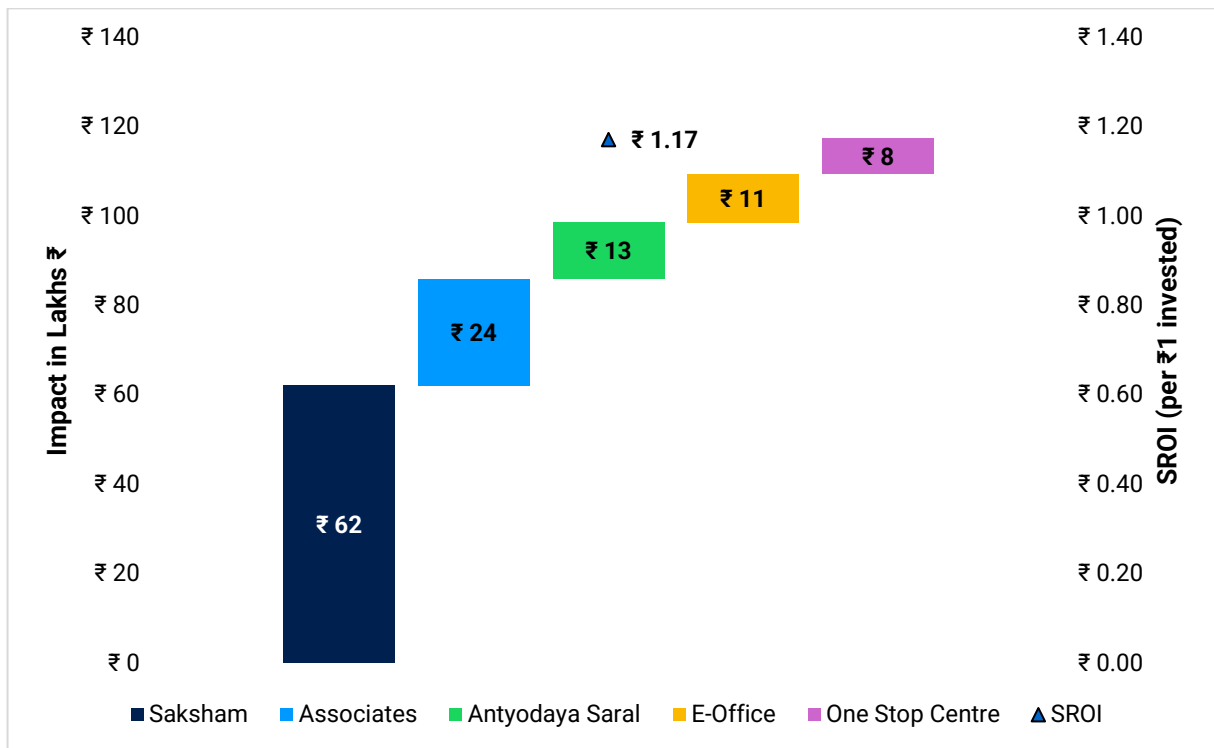


(Source: GIST Impact, 2024)

9. Summary of SROI Evaluation: Assessment year 2020-2021

The CMGGA programme in FY 2020-21 has contributed a total economic value of ₹ 1,17,38,852. This value includes benefits of ₹62 Lakhs as return on education for the students of Std III, V & VIII under the Saksham scheme. ₹24 Lakhs, which stem from increased future income resulting from exposure in policy implementation, governance along with the networking opportunities with state officials and domain experts for the associates.

Figure 3 Total Economic Value of impact created through PRIF CMGGA programme in FY 2020-21



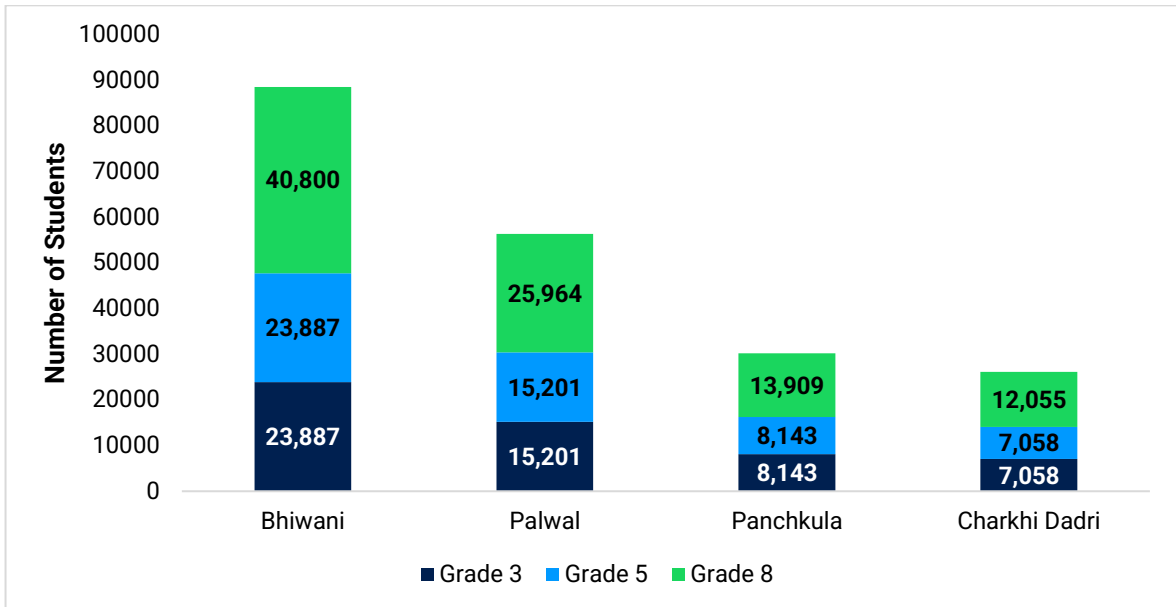
(Source: GIST Impact, 2024)

Additionally, ₹13 Lakhs of the benefits can be attributed to the benefits towards faster delivery of services. Further, ₹11 Lakhs of the benefits can be attributed to the savings in terms of stationery and printing expense and ₹8 Lakhs to avoided counselling and legal expense for the women seeking help at one stop centre. The programme demonstrates a 'Social Return on Investment (SROI)' value of ₹ 1.17 (per ₹ invested).

9.1 Impact on beneficiaries by Saksham Scheme

The Saksham scheme has the highest enrollment of students in Bhiwani district owing to higher beneficiary percentage in the district. Grade 8 has higher enrollment rate compared to grade 5 and 3.

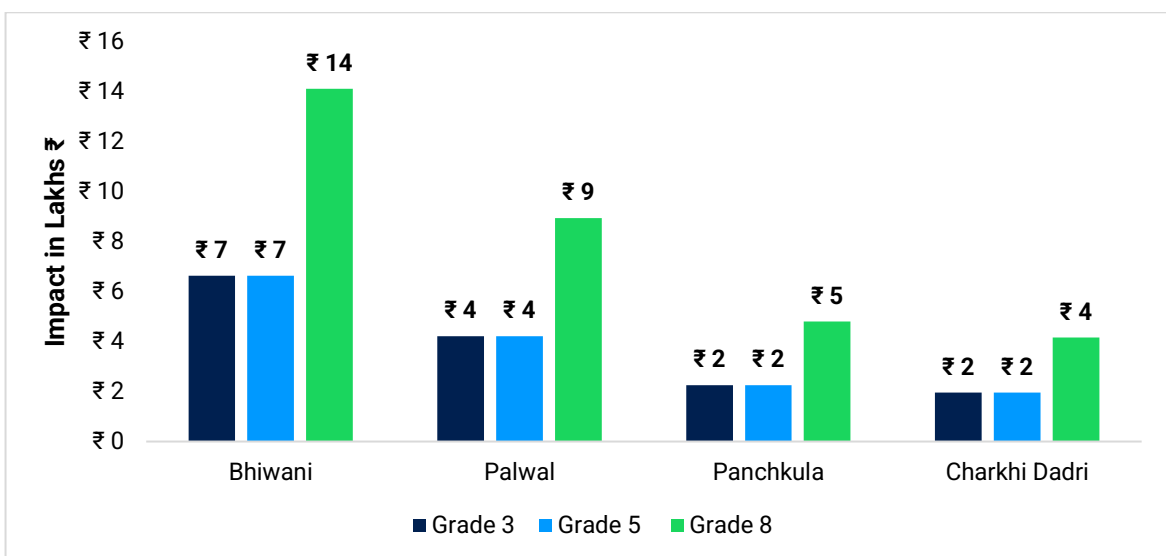
Figure 4 Distribution of students enrolled under Saksham scheme by grades



(Source: GIST Impact, 2024)

The economic impact is most pronounced among Grade 8 students across all districts driven by higher enrollment compared to other grades.

Figure 5 Economic Impact across district categorised by grades

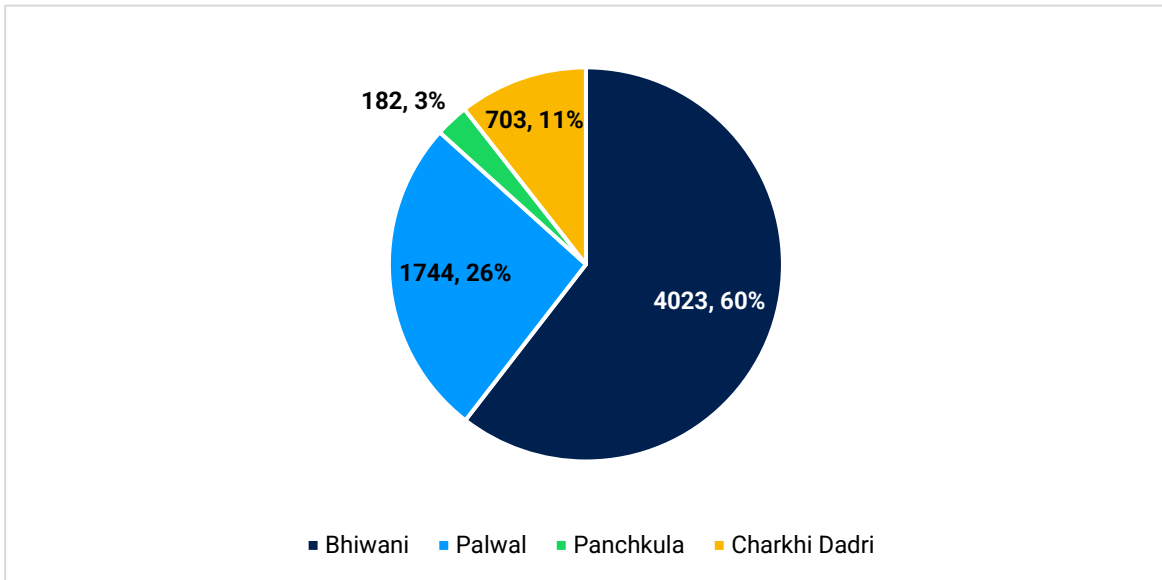


(Source: GIST Impact, 2024)

9.2 Impact generated by Antyodaya Saral

Bhiwani leads in the number of grievances resolved, followed by Palwal and Charkhi Dadri, with Panchkula having the least number of grievances resolved.

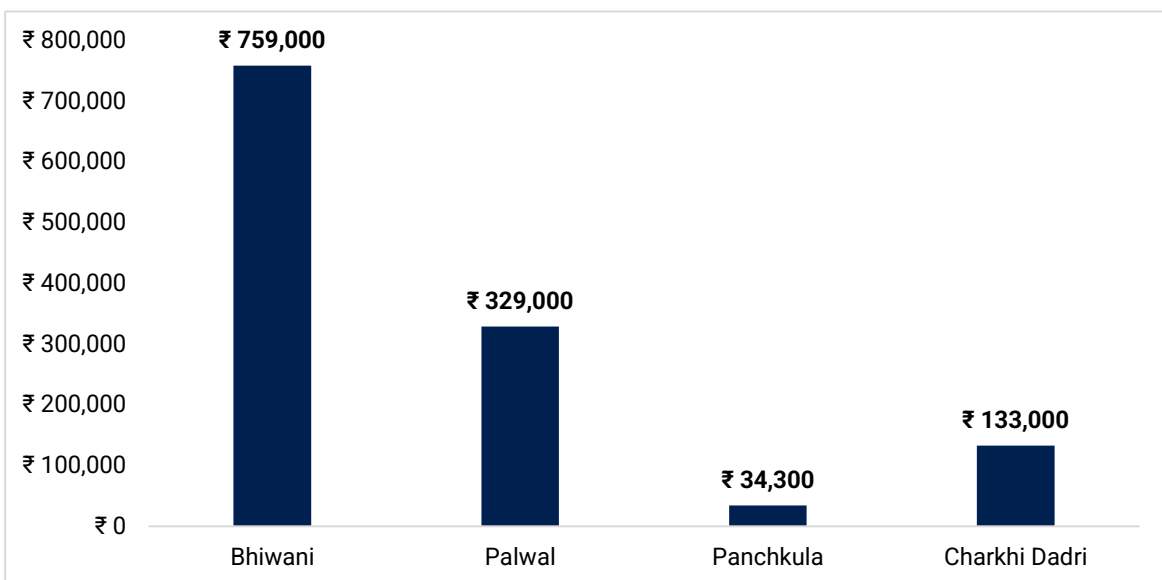
Figure 6 Number of grievances resolved



(Source: GIST Impact, 2024)

Bhiwani yields the highest economic impact due to the large number of grievances resolved. Other districts lag significantly compared to Bhiwani.

Figure 7 Economic Impact across districts

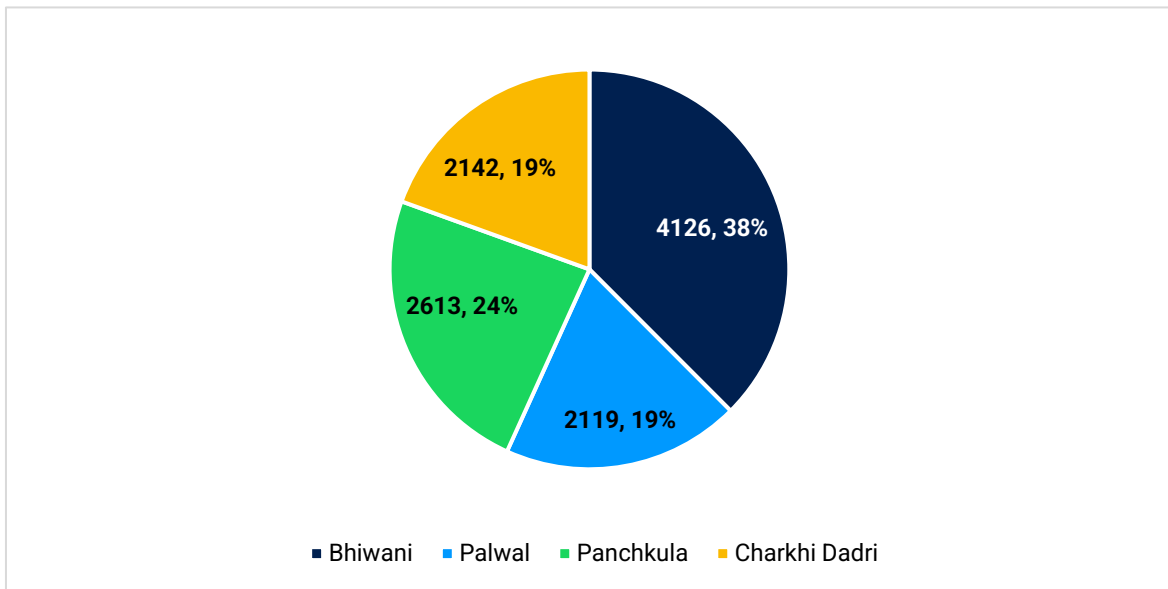


(Source: GIST Impact, 2024)

9.3 Impact generated by E-Office

Bhiwani tops the list in creating the highest number of files and receipts on a weekly basis, with the other three districts trailing behind.

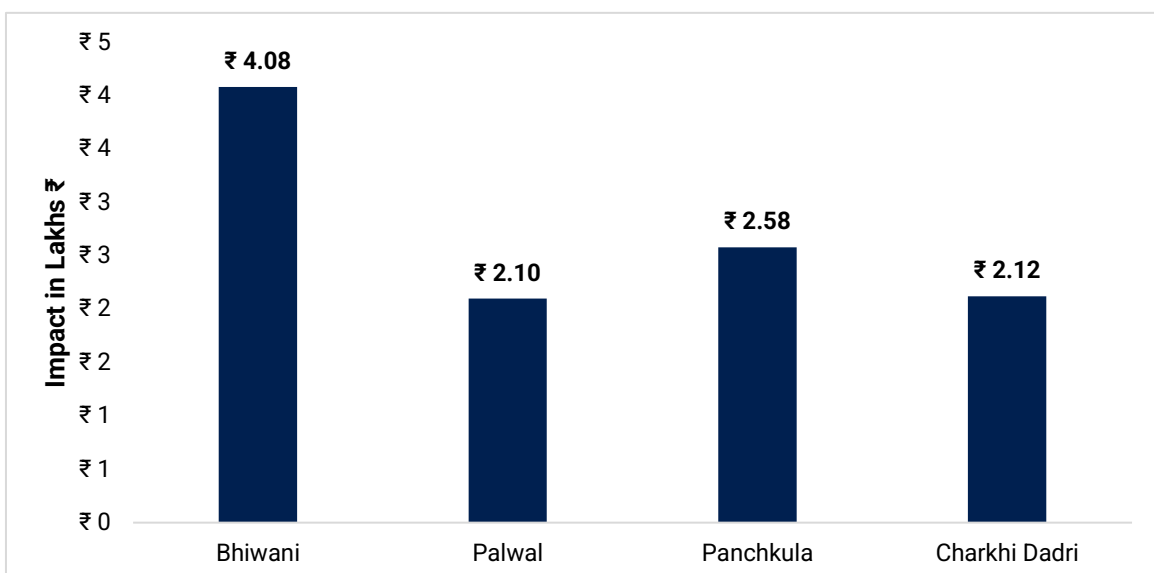
Figure 8 Files and receipts created weekly



(Source: GIST Impact, 2024)

Bhiwani leads in savings on printing and stationery costs, while Palwal, Panchkula, and Charkhi Dadri have nearly equal savings.

Figure 9 Economic Impact of saved printing and stationery cost across the districts

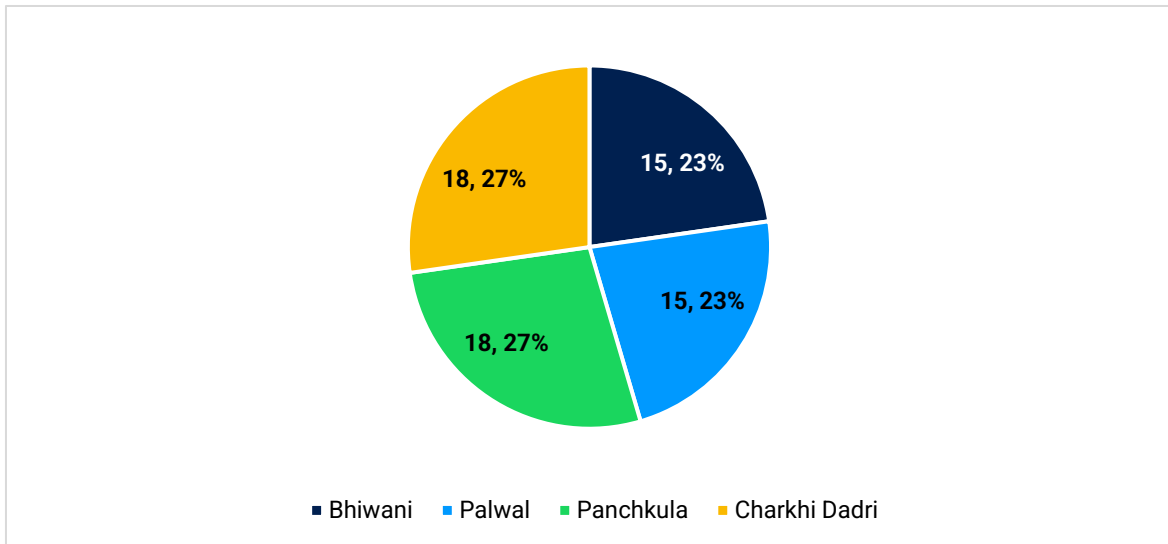


(Source: GIST Impact, 2024)

9.4 Impact on beneficiaries of One Stop Centre

The One Stop Centre (OSO) center has been visited by the highest number of women affected by violence in Charkhi Dadri and Panchkula districts.

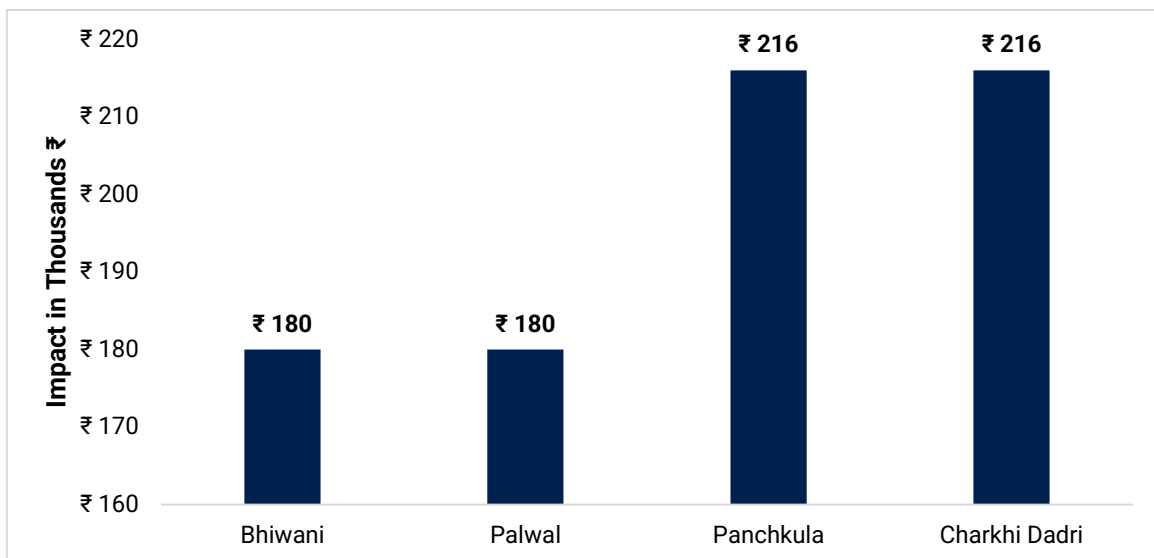
Figure 10 Number of women visiting the centre affected by violence.



(Source: GIST Impact, 2024)

Panchkula and Charkhi Dadri districts experience the highest economic impact from saved counseling and legal expenses, largely due to the substantial number of women affected by violence seeking assistance at the OSO center.

Figure 11 Economic Impact on beneficiaries

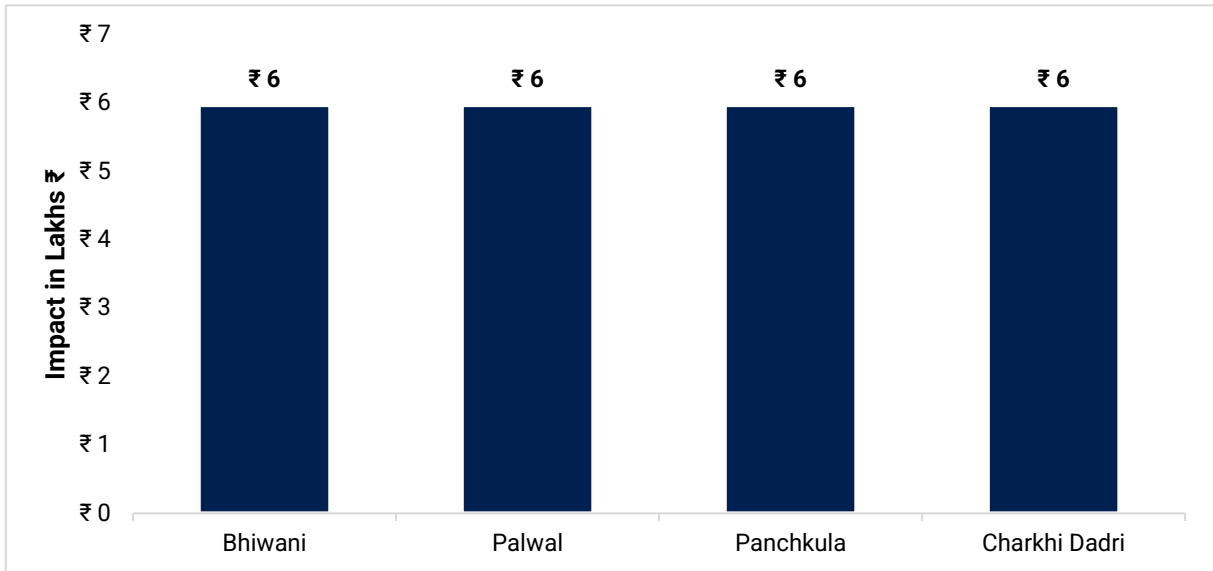


(Source: GIST Impact, 2024)

9.5 Impact generated for Associates

The economic impact generated for the associates is consistent across all four districts. The economic impact is generated in terms of net present value of future income is ₹6 lakhs per district.

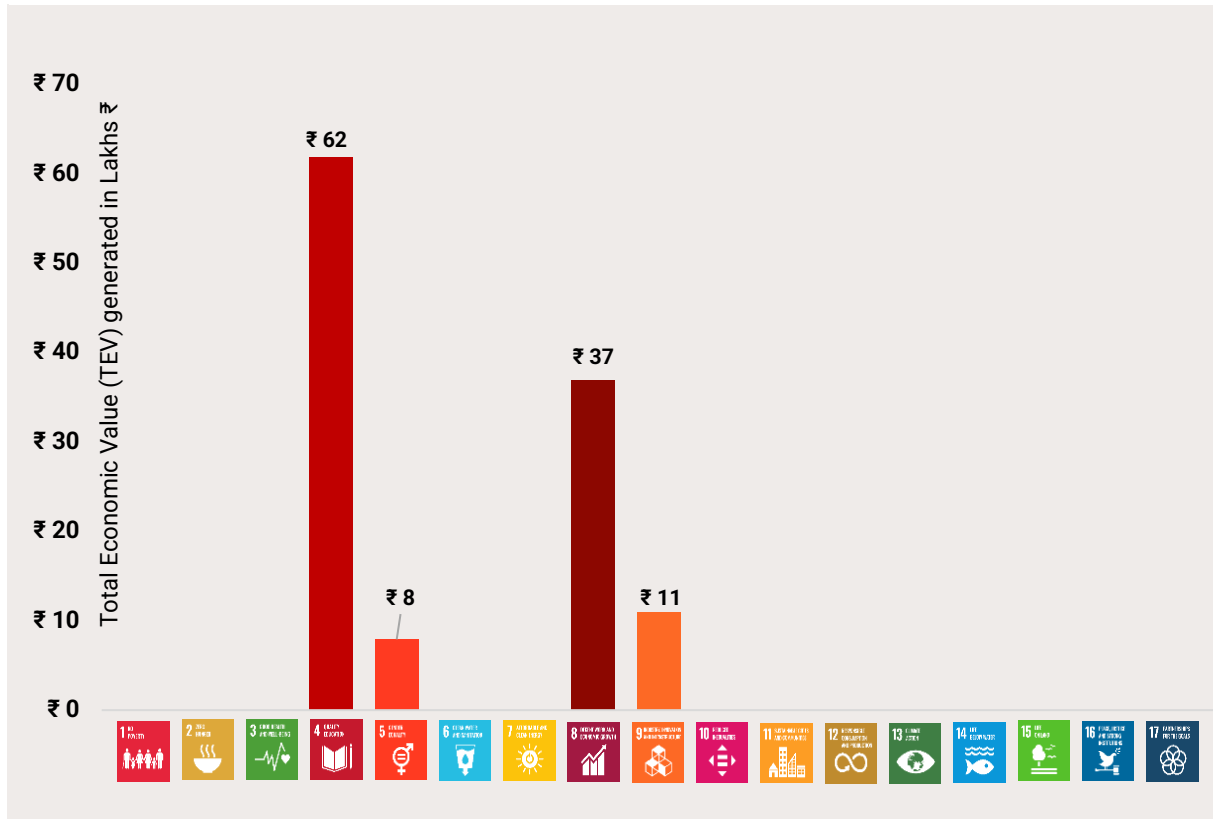
Figure 12 Economic Impact for associates categorized by districts



(Source: GIST Impact, 2024)

9.6 Impact attributed to SDG's

Figure 13 Attribution to SDGs



(Source: GIST Impact, 2024)

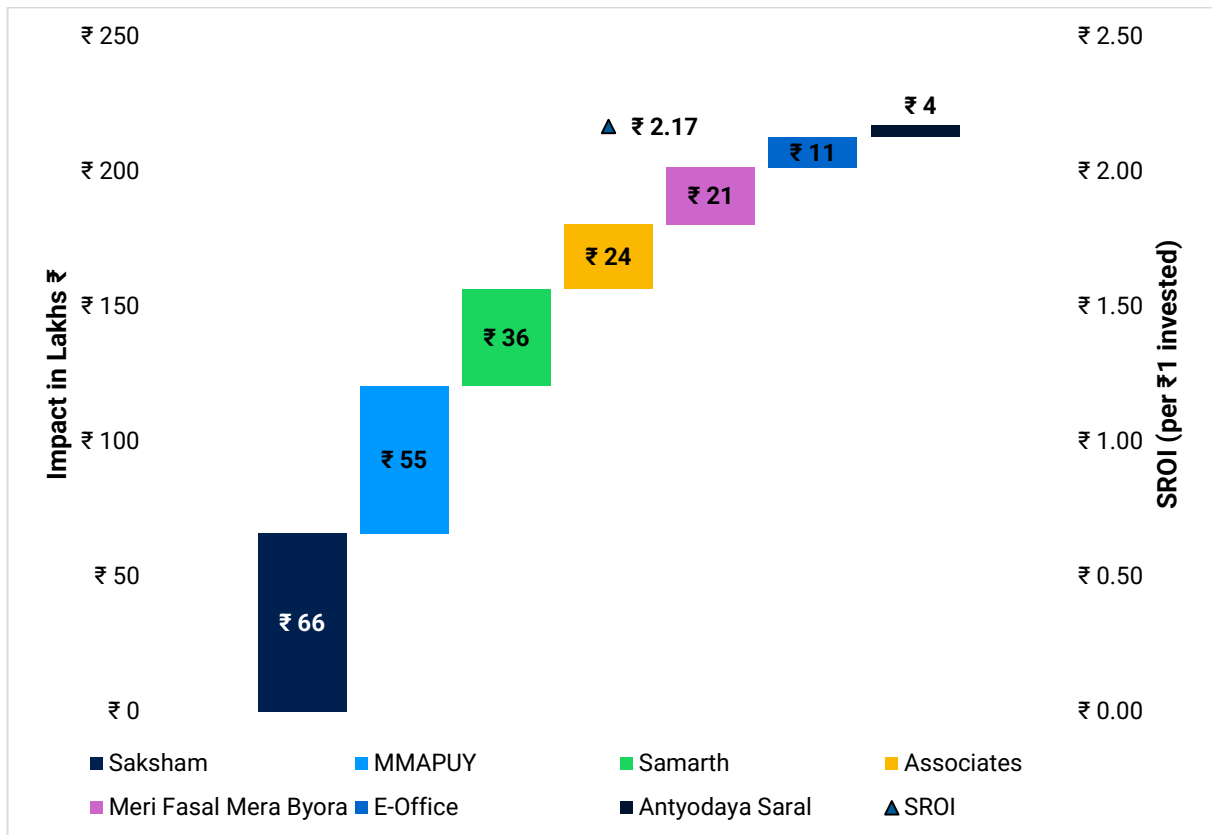
The programme contributes positively to the following SDGs:

- **SDG 4: Quality Education** (Grade level competency, FLN competency) - **₹62 Lakhs.**
- **SDG 5: Gender Equality** (empowering women thought one stop centre) - **₹8 Lakhs.**
- **SDG 8: Decent Work & Economic Growth** (Increased Future Income for associates) - **₹37 Lakhs.**
- **SDG 9: Industry, Innovation & Infrastructure** (Adoption to technology for E-Office, Faster service delivery via Antyodaya Saral) - **₹11 Lakhs.**

10. Summary of SROI evaluation: Assessment year 2021-2022

The CMGGA programme in FY 2021-22 has contributed a total economic value of ₹ 2,17,05,149. This value includes benefits of ₹66 Lakhs as return on education for the students of Std III, V & VIII under the Saksham scheme. ₹55 Lakhs of benefit is attributed to the high disposable income with the family and ₹36 Lakhs of benefit to the avoided cost of early childhood care. ₹24 Lakhs, which stem from increased future income resulting from exposure in policy implementation, governance along with the networking opportunities with state officials and domain experts for the associates.

Figure 14 Total Economic Value of impact created through PRIF CMGGA programme in FY 2021-22



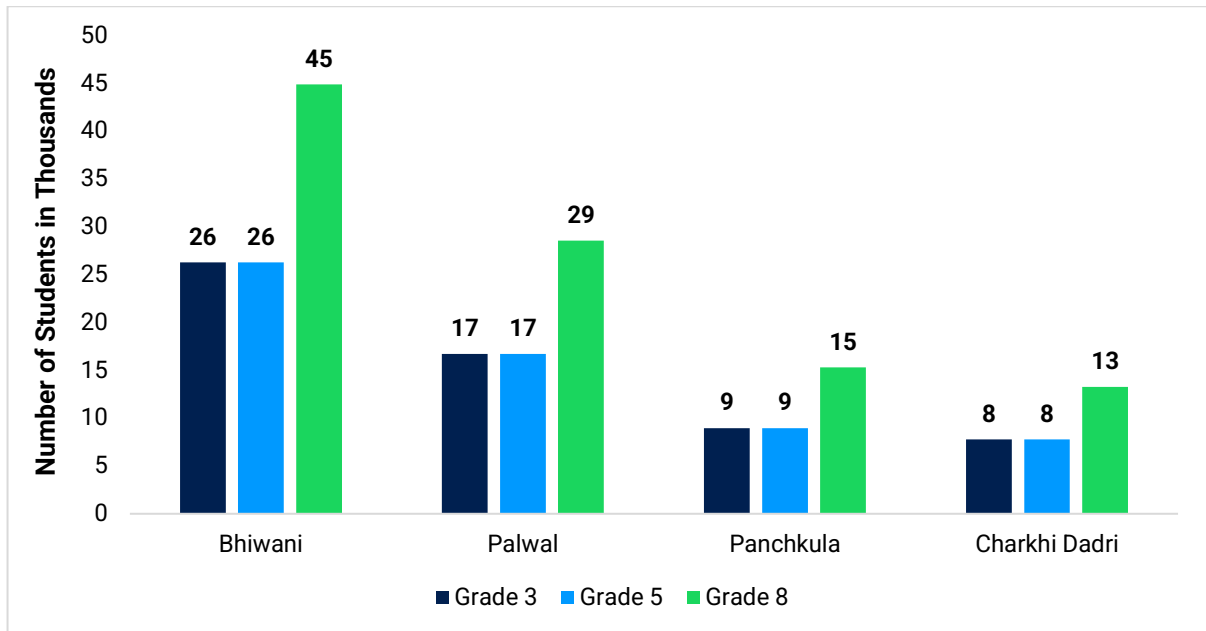
(Source: GIST Impact, 2024)

Additionally, ₹21 Lakhs of the benefits can be attributed to the benefits towards avoided crop loss. Further, ₹11 Lakhs of the benefits can be attributed to the savings in terms of stationery and printing expense and ₹4 Lakhs owing to faster service delivery to citizens. The programme demonstrates a 'Social Return on Investment (SROI)' value of ₹ 2.17 (per ₹ invested).

10.1 Impact on beneficiaries by Saksham Scheme

Grade 8 has the highest enrollment across all grades in these districts, with Bhiwani having the highest overall student enrollment in the Saksham scheme.

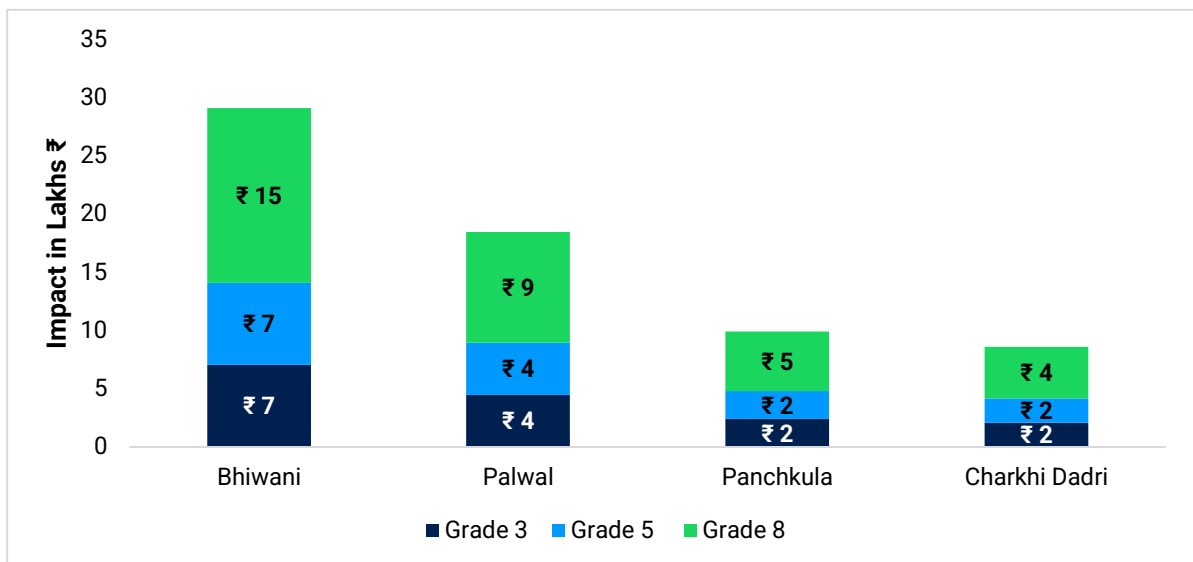
Figure 15 Distribution of students enrolled under Saksham scheme by grades



(Source: GIST Impact, 2024)

The economic impact is most noticeable among Grade 8 students across all districts, primarily due to their higher enrollment numbers compared to other grades.

Figure 16 Economic Impact on beneficiaries

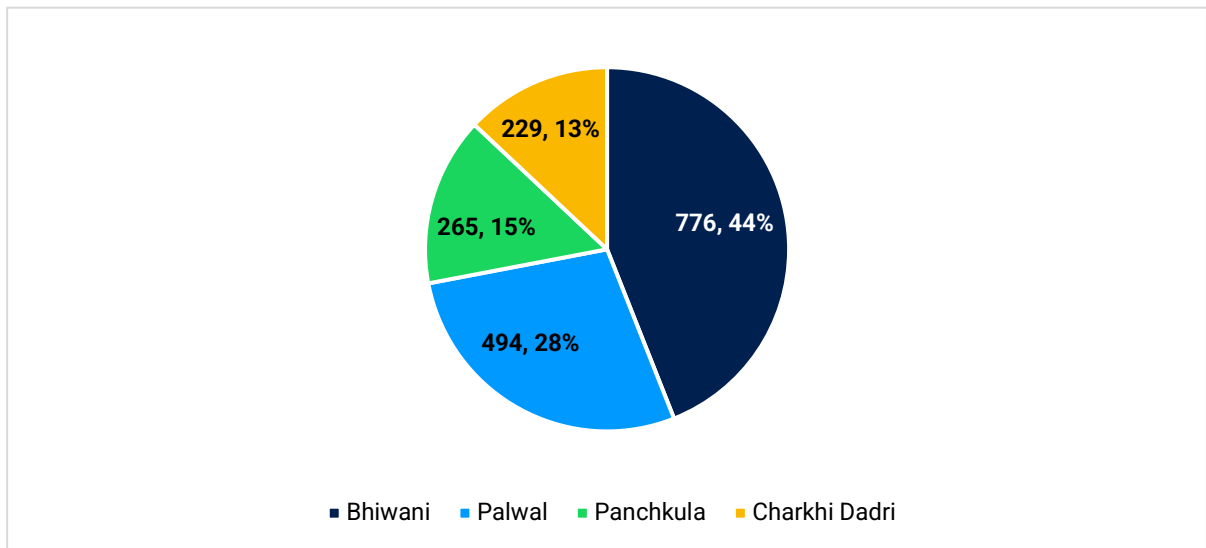


(Source: GIST Impact, 2024)

10.2 Impact on beneficiaries by Mukhya Mantri Antyodaya Parivar Uttan Yojana

Bhiwani district has the largest number of families securing loans compared to the other districts, indicating a higher financial engagement and possibly greater access to credit facilities within the region.

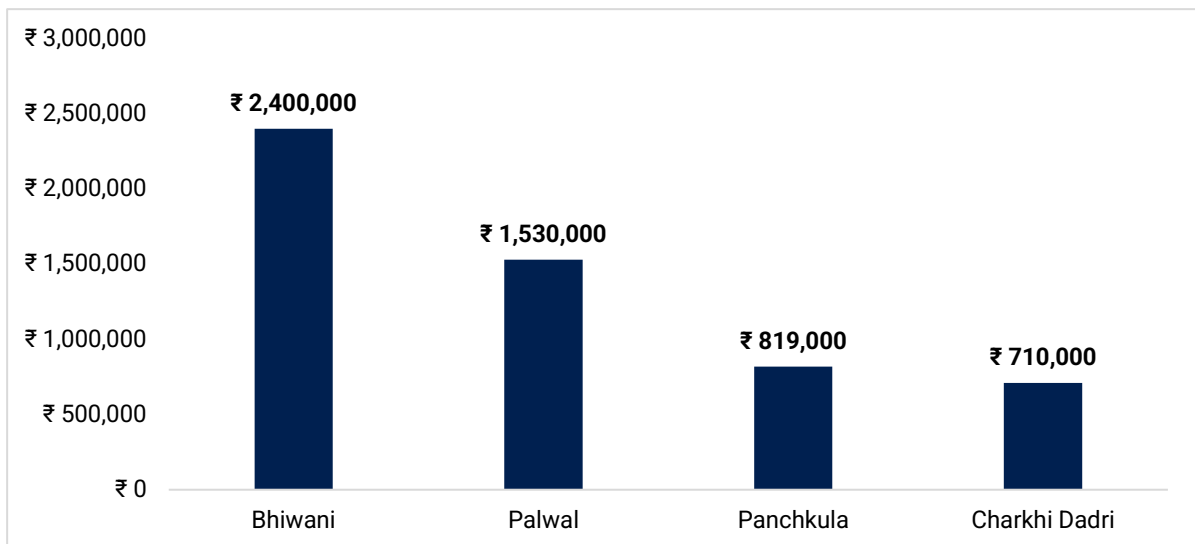
Figure 17 Number of beneficiary families



(Source: GIST Impact, 2024)

Bhiwani shows the highest economic impact compared to other districts, characterized by higher disposable income within families. This reflects better financial engagement and access to credit in the region.

Figure 18 Economic Impact on beneficiaries across the districts

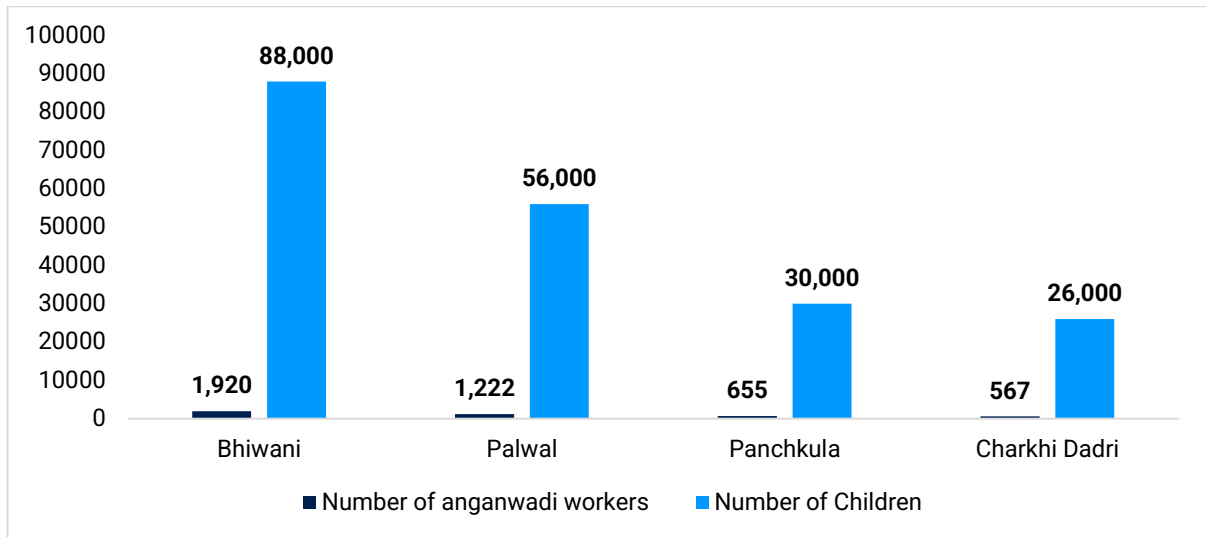


(Source: GIST Impact, 2024)

10.3 Impact on beneficiaries by Samarth Scheme

Bhiwani district leads in the count of Anganwadi workers and children, indicating a strong presence and potentially higher resource allocation in childcare services.

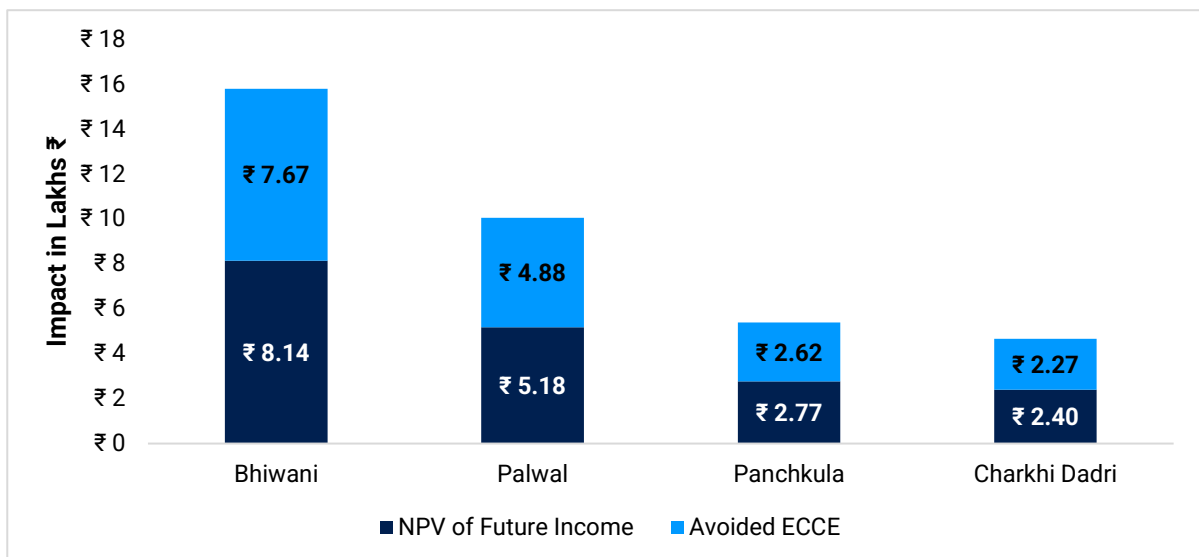
Figure 19 Number of beneficiaries



(Source: GIST Impact, 2024)

Bhiwani and Palwal districts generate the highest economic impact compared to the other two districts, particularly in terms of the economic benefits derived from avoided early child care and education expenses.

Figure 20 Impact on beneficiaries

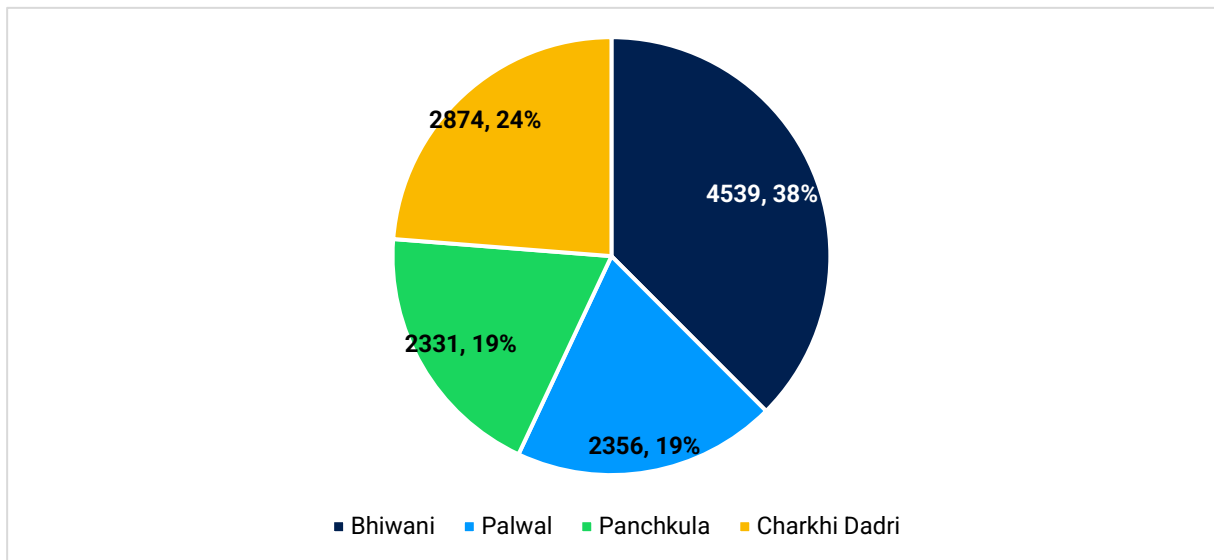


(Source: GIST Impact, 2024)

10.4 Impact generated by E-Office

Bhiwani district leads in generating the highest number of files and receipts on a weekly basis, indicating a more active administrative environment.

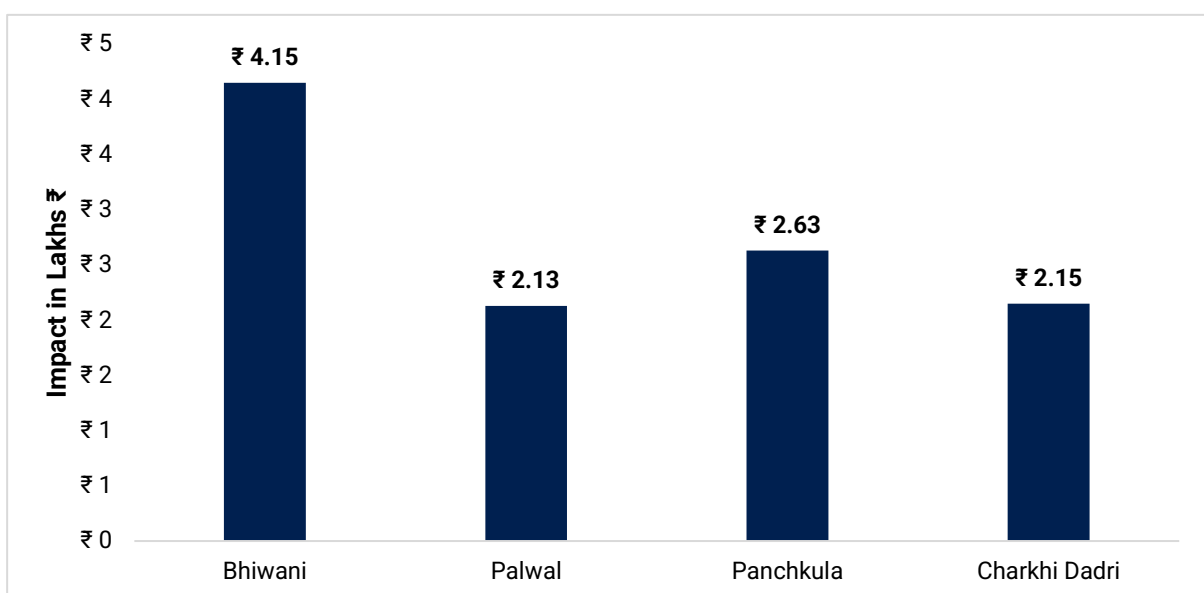
Figure 21 Files and receipts created weekly



(Source: GIST Impact, 2024)

Bhiwani district has the highest savings, primarily due to the transition to an online file processing system, resulting in more efficient administrative practices and cost reductions in printing and stationery.

Figure 22 Economic Impact of saved printing and stationary cost across the districts

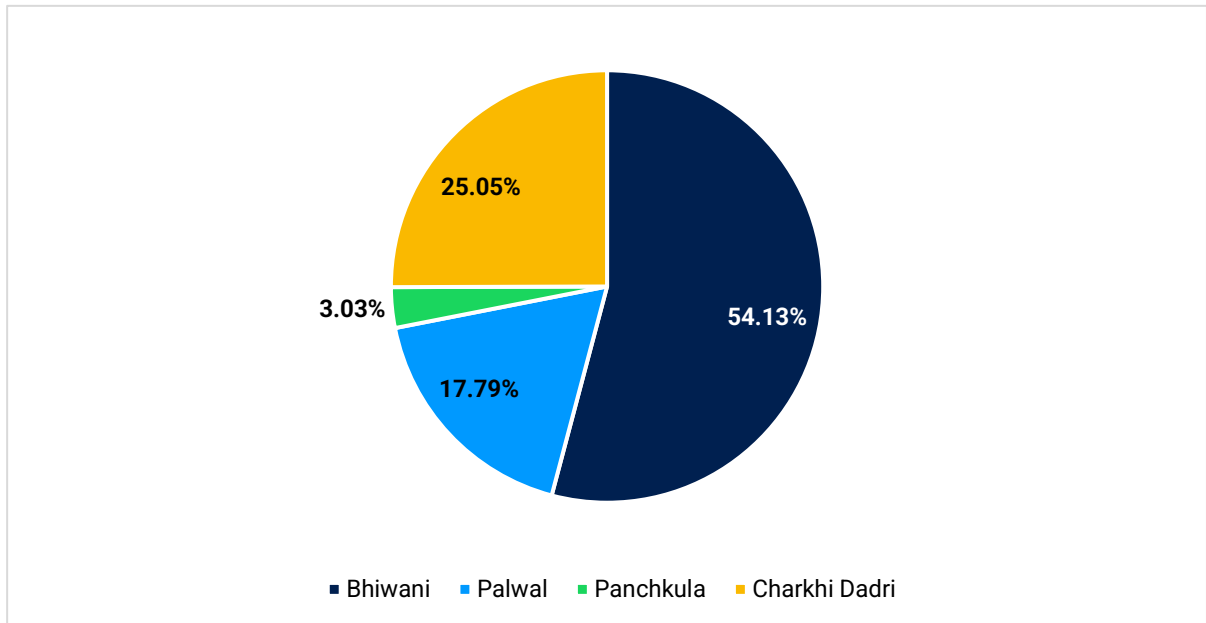


(Source: GIST Impact, 2024)

10.5 Impact generated by Meri Fasal Mera Byora

Panchkula district shows the lowest adoption of the MFMB dashboard, suggesting lower awareness or adoption rates among farmers for this digital farming platform compared to the other districts.

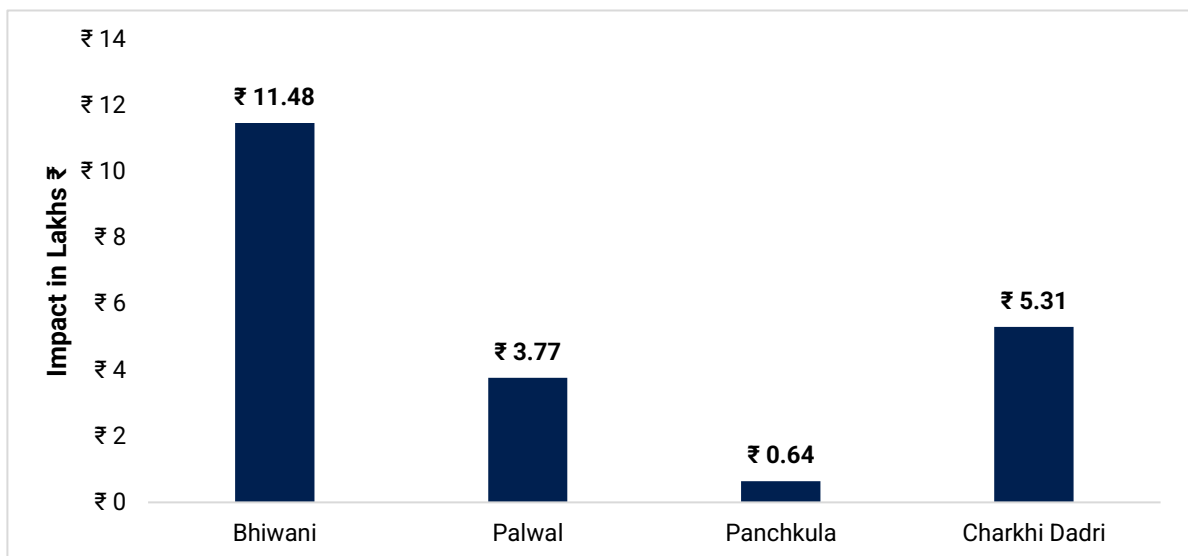
Figure 23 Area registered on the Mera Fasal Mera Byora dashboard



(Source: GIST Impact, 2024)

Bhiwani and Charkhi Dadri benefit the most economically from avoided crop losses, indicating effective mitigation measures against crop loss risks in these areas.

Figure 24 Economic Impact of avoided crop loss across districts

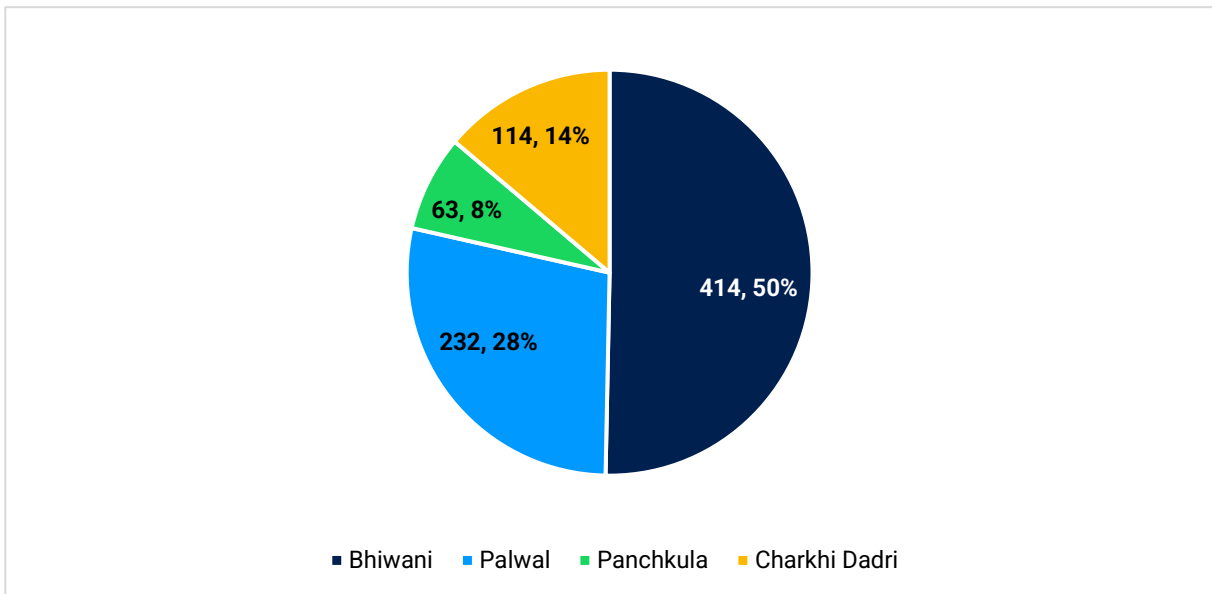


(Source: GIST Impact, 2024)

10.6 Impact generated by Antyodaya Saral

Bhiwani resolves the most grievances, indicating effective response mechanisms, while Panchkula has the fewest resolved grievances, suggesting room for improvement.

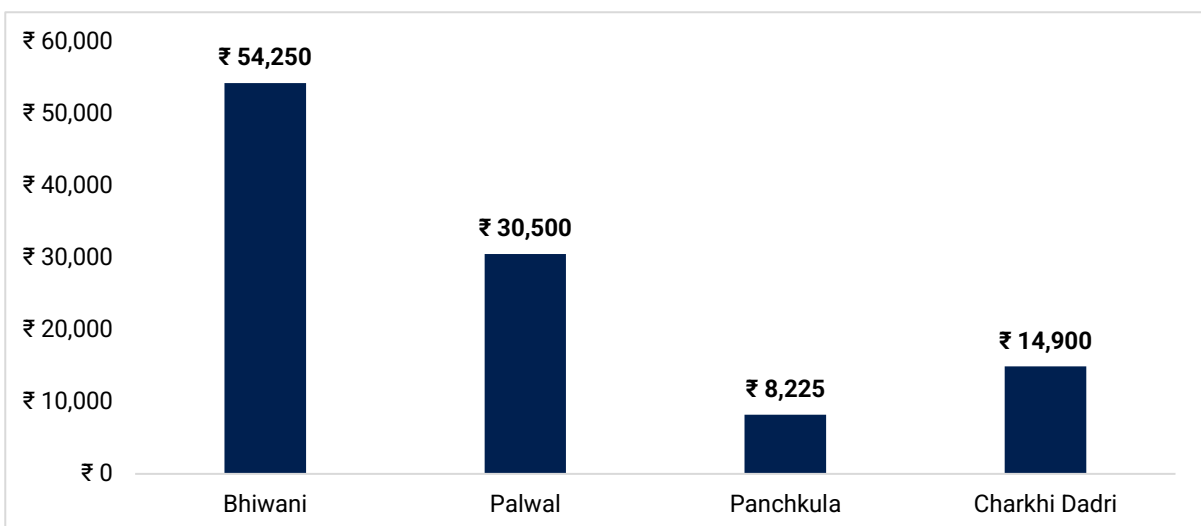
Figure 25 Number of grievances resolved



(Source: GIST Impact, 2024)

Bhiwani's high rate of grievance resolution drives significant economic impact by expediting service delivery, emphasizing the economic benefits of efficient citizen engagement.

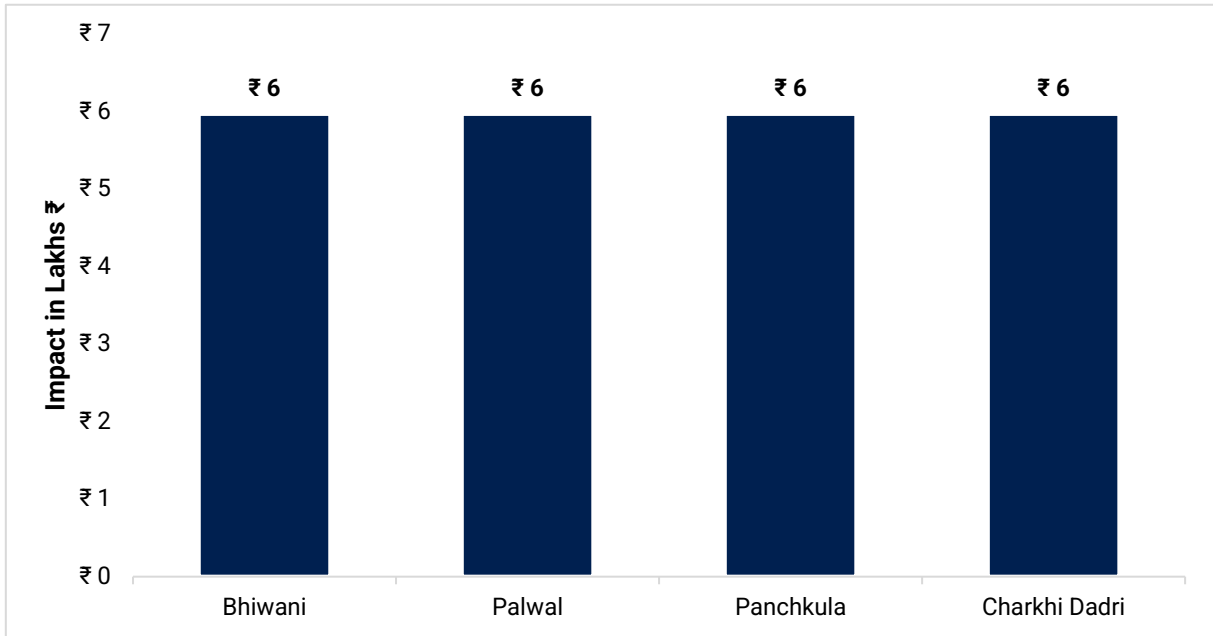
Figure 26 Economic Impact across districts



(Source: GIST Impact, 2024)

10.7 Impact generated for Associates

Figure 27 Economic Impact for associates categorized by districts

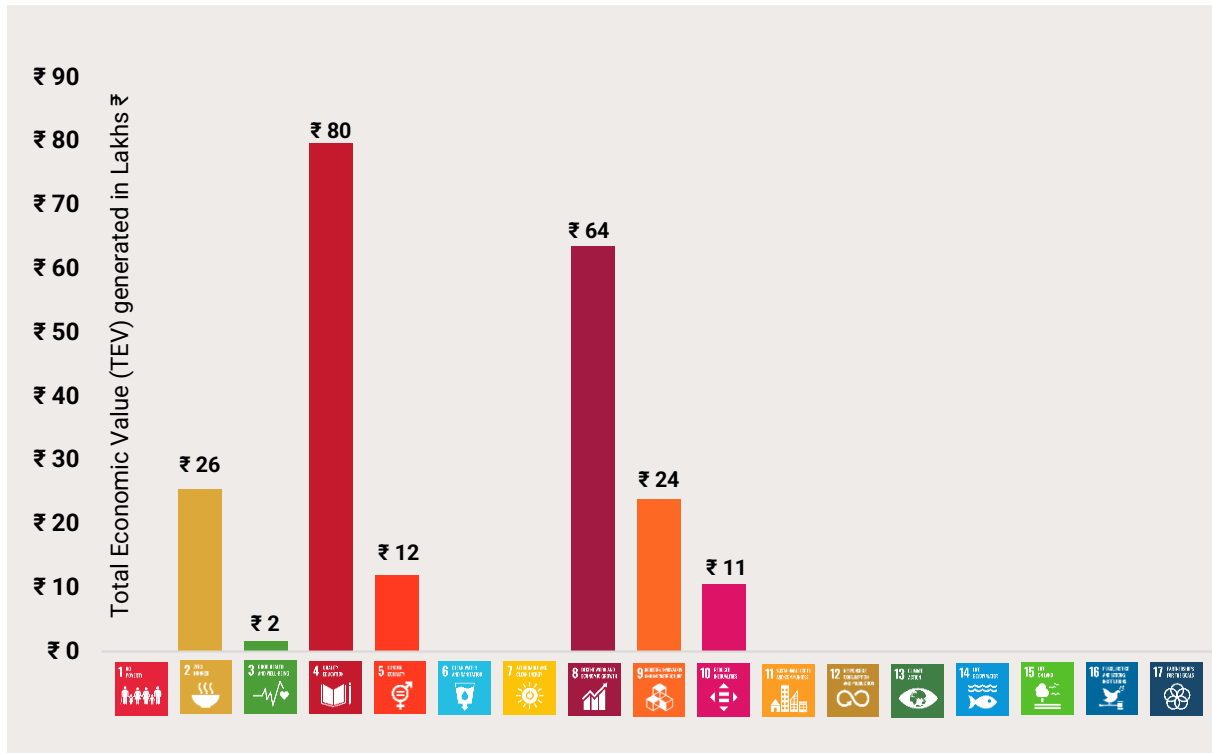


(Source: GIST Impact, 2024)

The economic impact for associates is consistent across all four districts, with each district generating a net present value of future income of approx. ₹6 lakhs. This uniformity underscores the equal economic opportunities and benefits among associates across the districts.

10.8 Impact attributed to SDG's

Figure 28 Attribution of Impact to SDGs



(Source: GIST Impact, 2024)

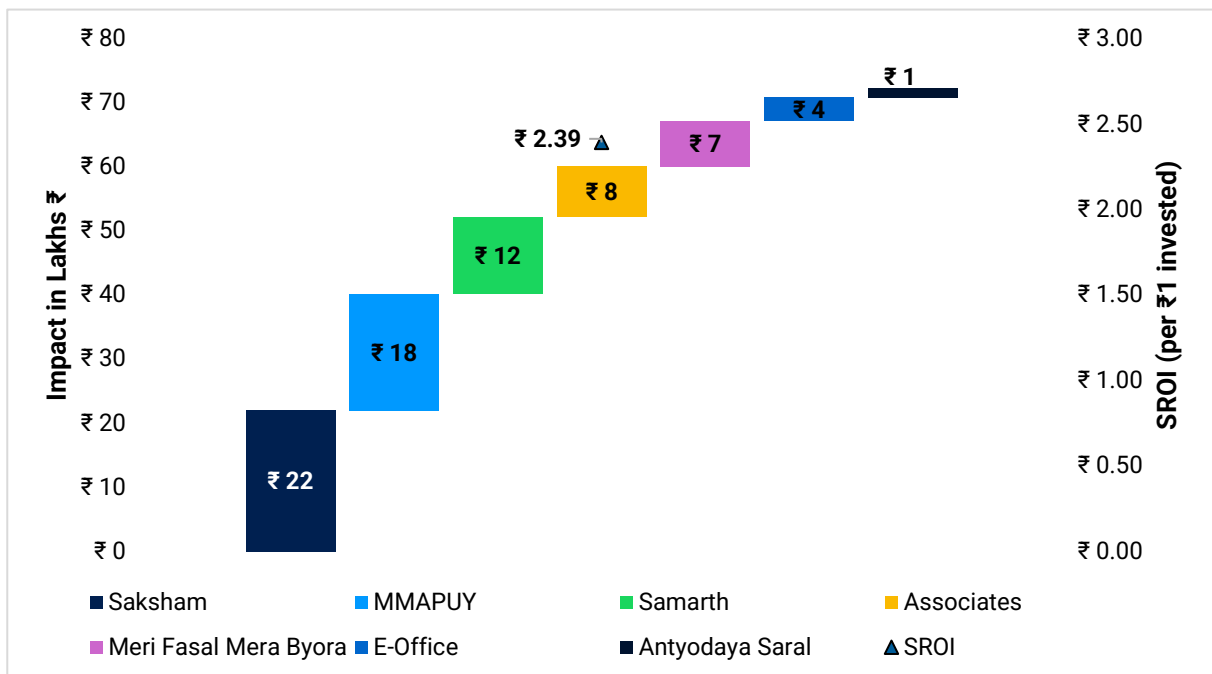
The programme contributes positively to the following SDGs:

- **SDG 2: Zero Hunger** (avoided crop loss) - ₹ 26 Lakhs.
- **SDG 3: Good Health & Wellbeing** (Early childhood care and education, counselling to women at one stop centre) - ₹ 2 Lakhs.
- **SDG 4: Quality Education** (Achieving grade level competence and improving foundational literacy and numeracy) - ₹80 Lakhs.
- **SDG 5: Gender Equality** (empowering women through one stop centre) - ₹ 12 Lakhs.
- **SDG 8: Decent Work & Economic Growth** (Increased Future Income for associates and Anganwadi workers) - ₹ 64 Lakhs.
- **SDG 9: Industry, Innovation & Infrastructure** (Adoption to technology for E-Office, Faster service delivery via Antyodaya Saral) - ₹ 24 Lakhs.
- **SDG 10: Reduced Inequalities** (Providing legal assistance to women at one stop centre and education to girl child via saksham) - ₹ 11 Lakhs.

11. Summary of SROI evaluation: Assessment year 2022-2023

The CMGGA programme in FY 2022-23 has contributed a total economic value of ₹ 72,31,716. This value includes benefits of ₹22 Lakhs as return on education for the students of Std III, V & VIII under the Saksham scheme. ₹18 Lakhs of benefit is attributed to the high disposable income with the family and ₹12 Lakhs of benefit to the avoided cost of early childhood care for children.

Figure 29 TEV of impact created through PRIF CMGGA in FY 2022-23



(Source: GIST Impact, 2024)

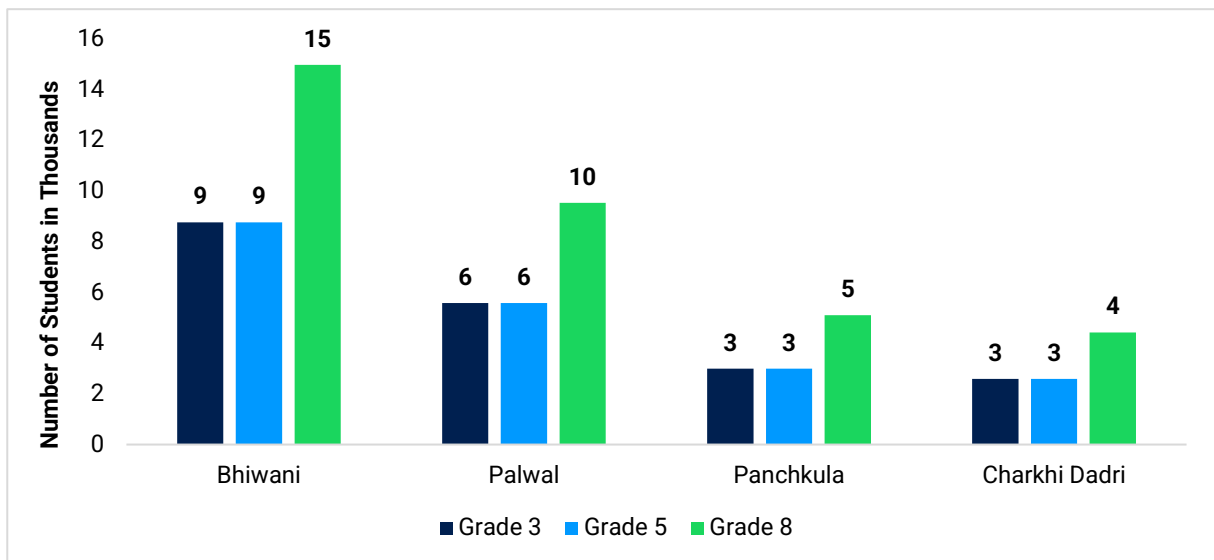
₹8 Lakhs, which stem from increased future income resulting from exposure in policy implementation, governance along with the networking opportunities with state officials and domain experts for the associates. Additionally, ₹7 Lakhs of the benefits can be attributed to the benefits towards avoided crop loss.

Further, ₹4 Lakhs of the benefits can be attributed to the savings in terms of stationery and printing expense and ₹1 Lakhs owing to faster service delivery to citizens. The programme demonstrates a 'Social Return on Investment (SROI)' value of ₹ 2.39 (per ₹ invested).

11.1 Impact on beneficiaries by Saksham Scheme

Grade 8 enrollment surpasses all other grades across the districts, with Bhiwani having the highest overall student enrollment in the Saksham scheme. districts.

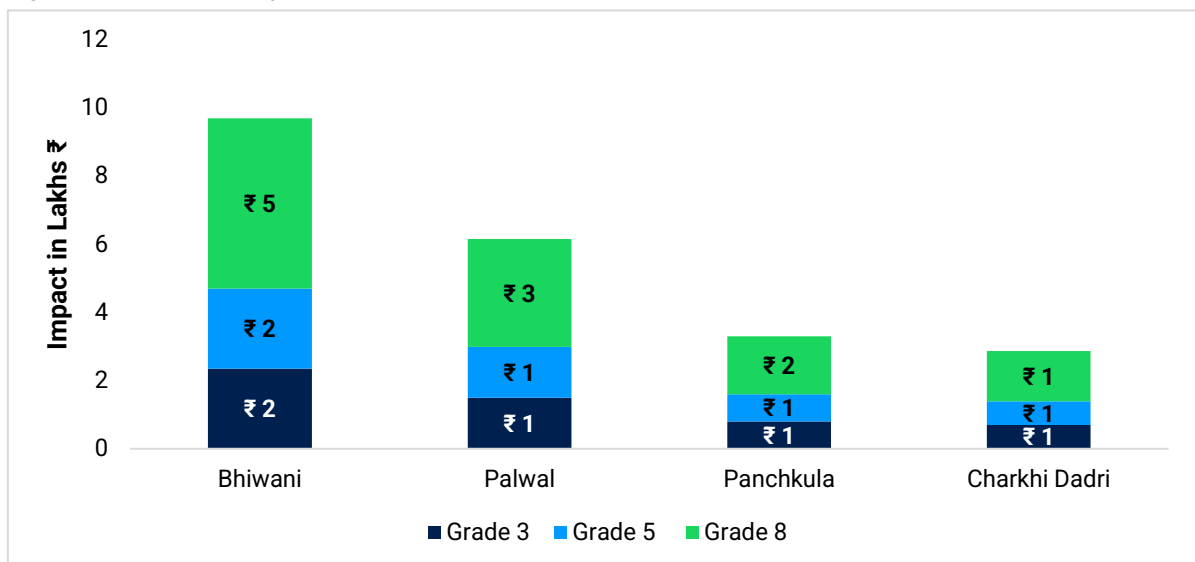
Figure 30 Distribution of students enrolled under Saksham scheme by grades



(Source: GIST Impact, 2024)

The economic impact is notably pronounced among Grade 8 students across all districts, primarily due to their higher enrollment numbers compared to other grades. This underscores the significant role Grade 8 students play in driving impacts.

Figure 31 Economic Impact on beneficiaries

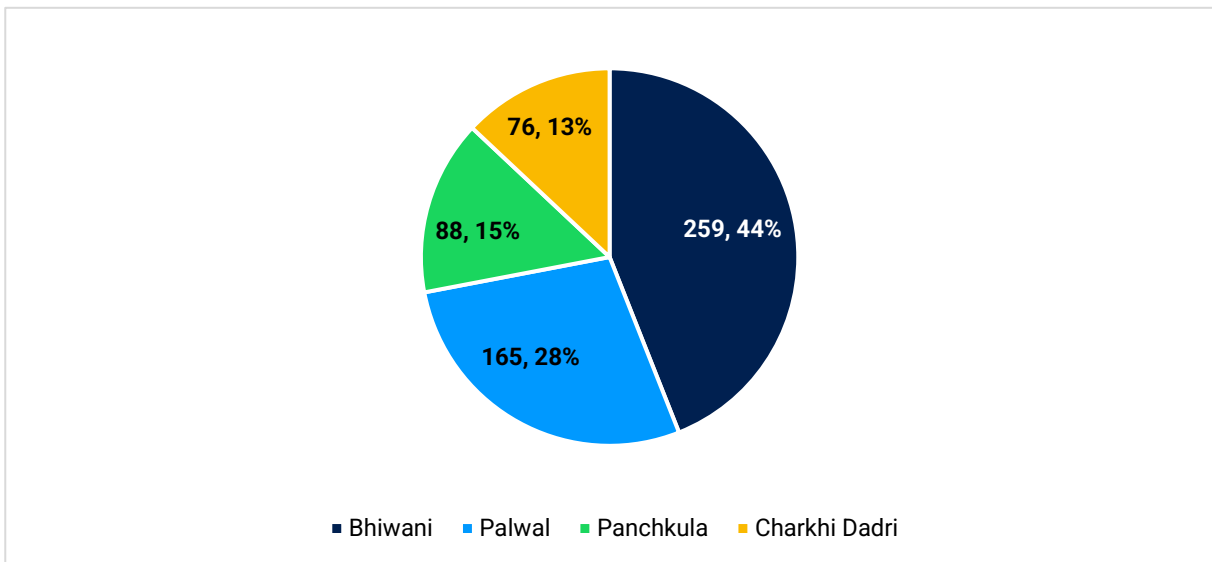


(Source: GIST Impact, 2024)

11.2 Impact on beneficiaries by Mukhya Mantri Antyodaya Parivar Uttan Yojana

Bhiwani district has the largest number of families securing loans compared to the other districts, indicating a higher financial engagement and possibly greater access to credit facilities within the region.

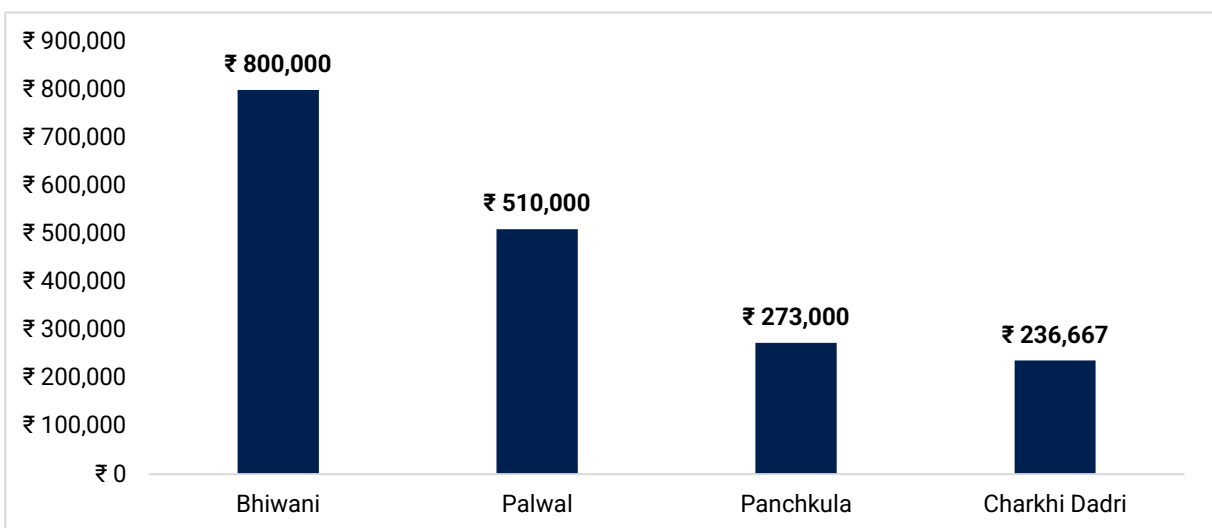
Figure 32 Number of beneficiary families



(Source: GIST Impact, 2024)

Bhiwani shows the highest economic impact compared to other districts, characterized by higher disposable income within families. This reflects better financial engagement and access to credit in the region.

Figure 33 Economic Impact on beneficiaries across the districts

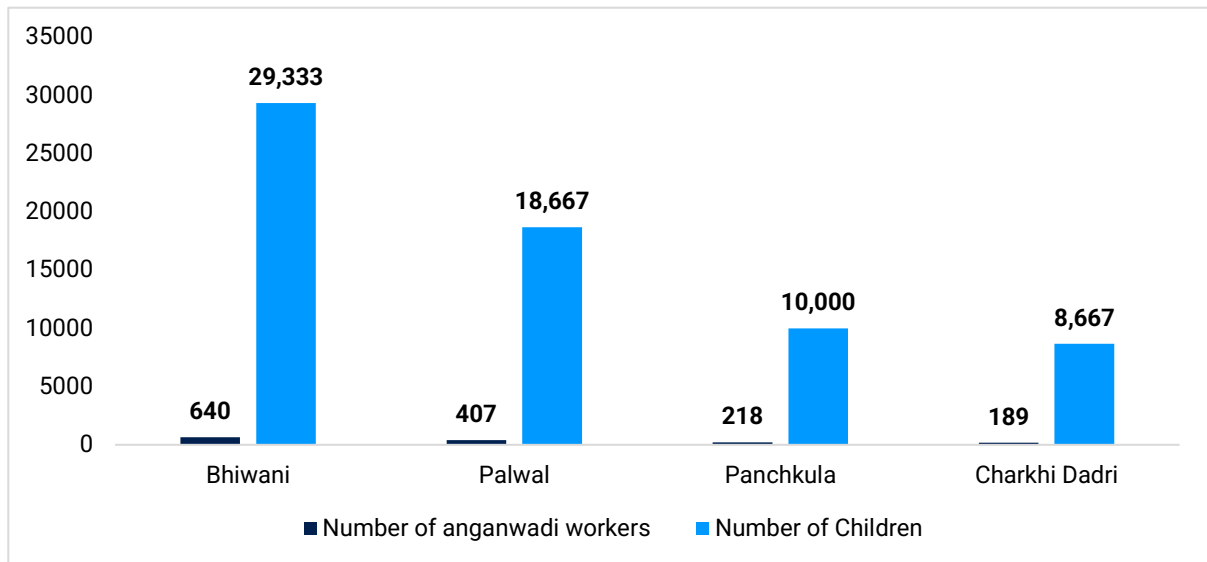


(Source: GIST Impact, 2024)

11.3 Impact on beneficiaries by Samarth Scheme

Bhiwani district leads in the number of Anganwadi workers and children, indicating a strong presence and potentially higher resource allocation in childcare services.

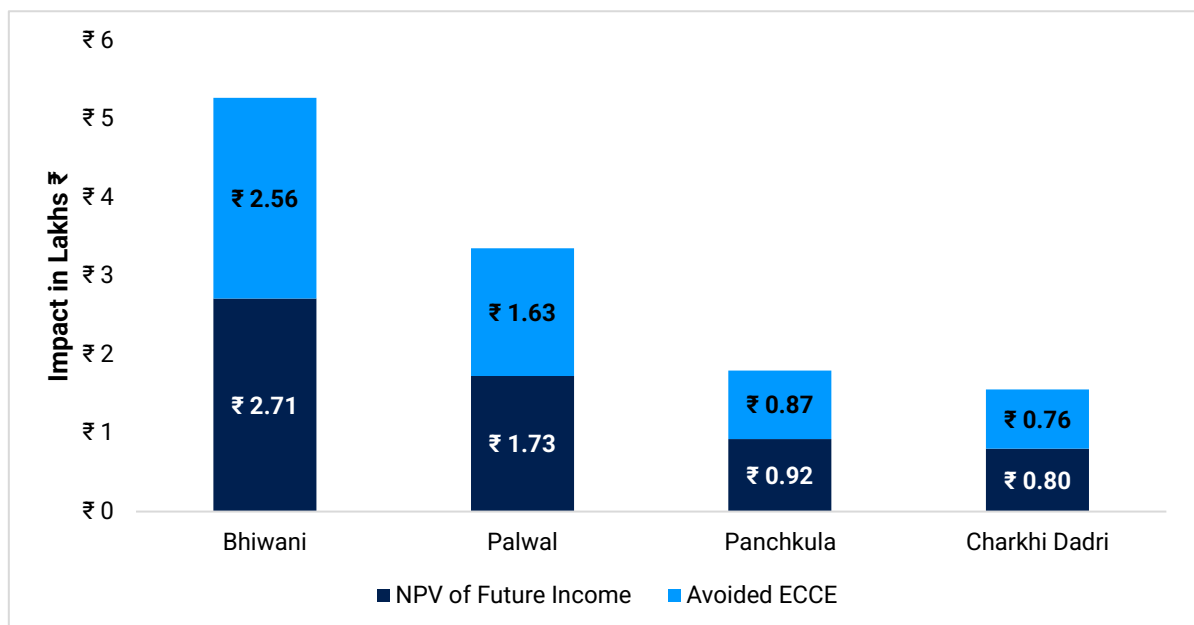
Figure 34 Number of beneficiaries



(Source: GIST Impact, 2024)

Bhiwani and Palwal districts yield the greatest economic impact, particularly from the savings in early childcare and education expenses, compared to the other two districts.

Figure 35 Impact on beneficiaries

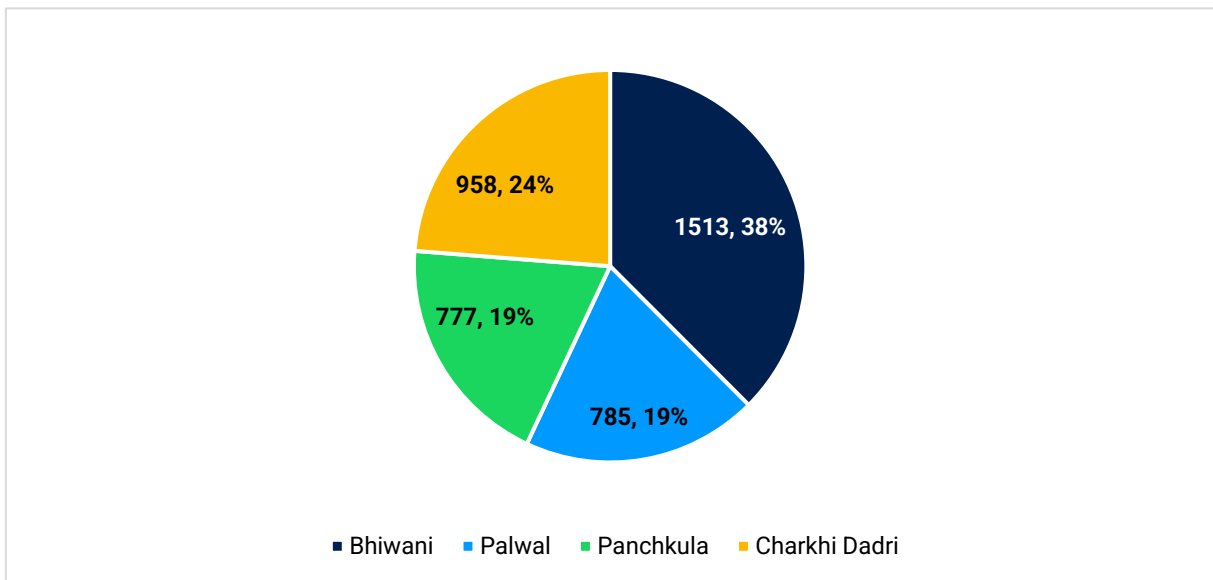


(Source: GIST Impact, 2024)

11.4 Impact generated by E-Office

Bhiwani district leads in generating the highest number of files and receipts on a weekly basis, indicating a more active administrative environment.

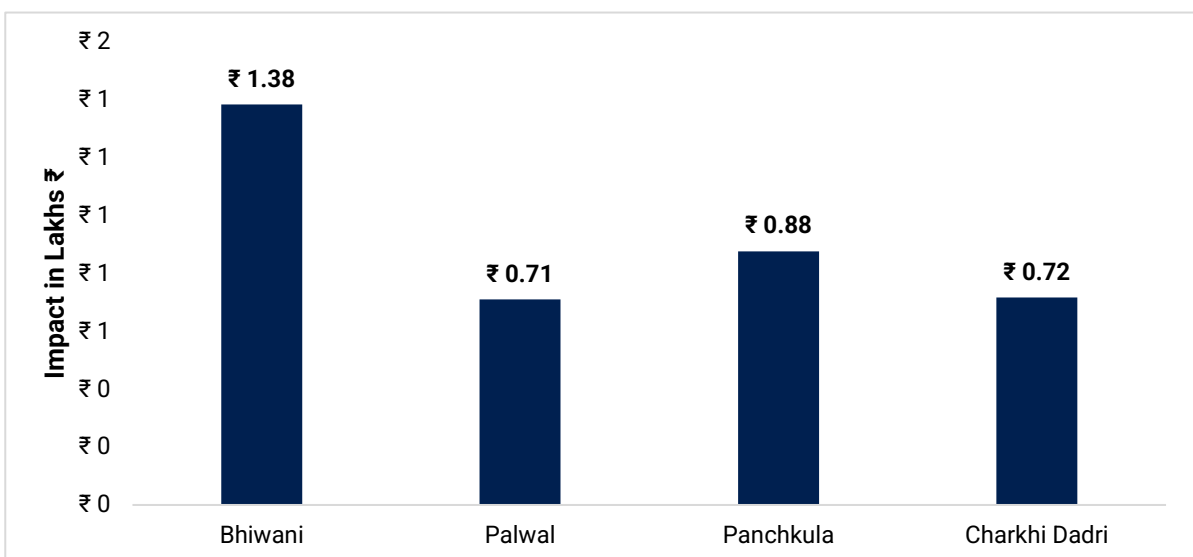
Figure 36 Files and receipts created weekly



(Source: GIST Impact, 2024)

Bhiwani district has the highest savings, primarily due to the transition to an online file processing system, resulting in more efficient administrative practices and cost reductions in printing and stationery.

Figure 37 Economic Impact of saved printing and stationary cost across the districts

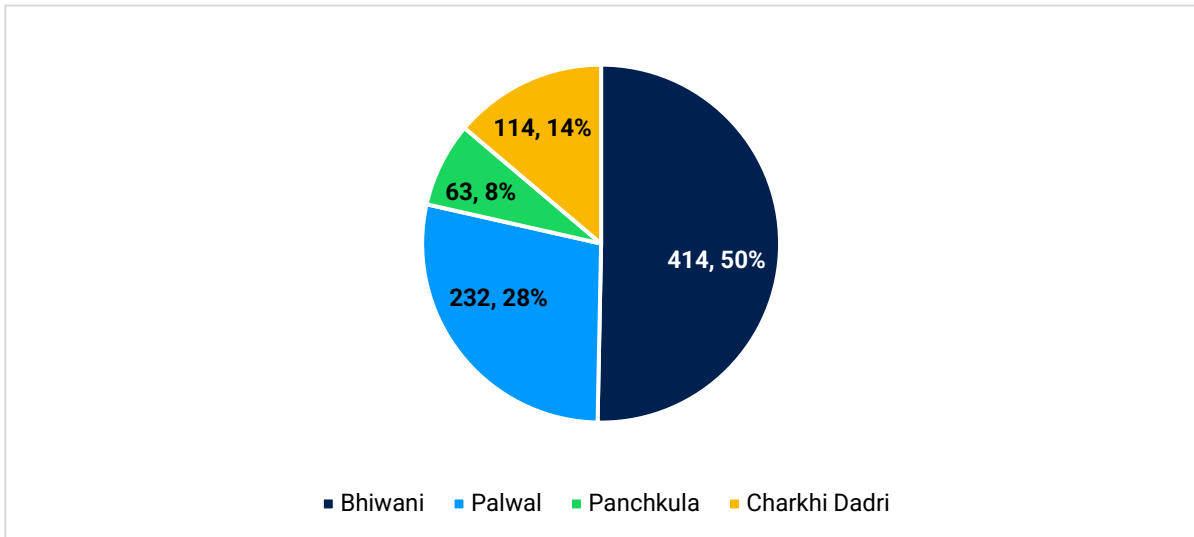


(Source: GIST Impact, 2024)

11.5 Impact generated by Antyodaya Saral

Bhiwani demonstrates the highest resolution of grievances, reflecting efficient response mechanisms, whereas Panchkula exhibits the lowest resolution rate, indicating opportunities for enhancement.

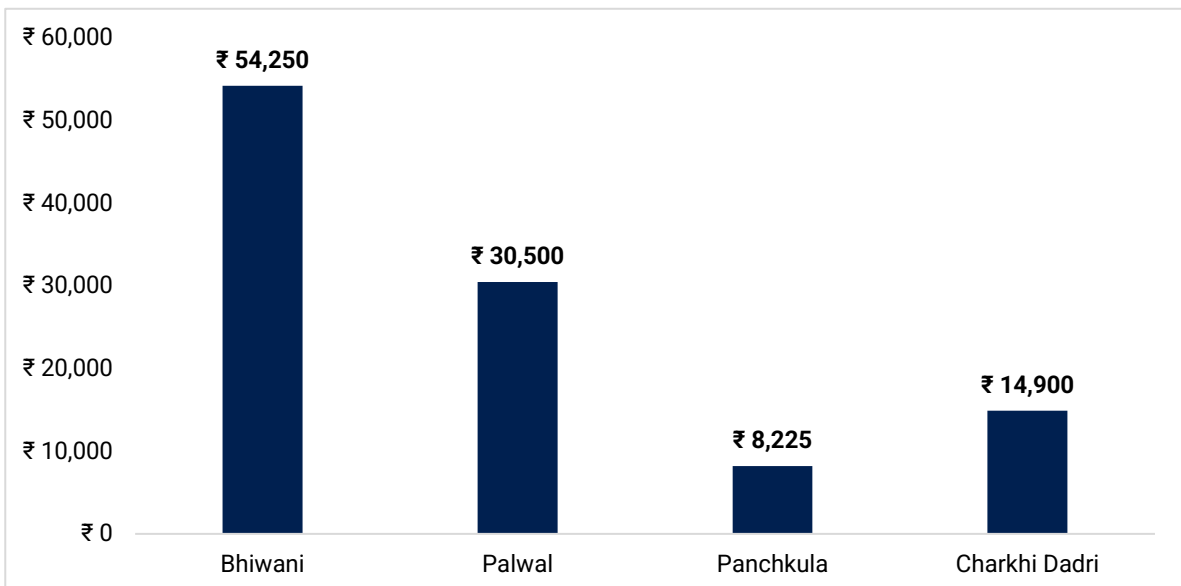
Figure 38 Number of grievances resolved



(Source: GIST Impact, 2024)

Bhiwani's efficient resolution of grievances drives notable economic impact by enhancing service delivery, highlighting the economic advantages of effective citizen engagement.

Figure 39 Economic Impact across districts

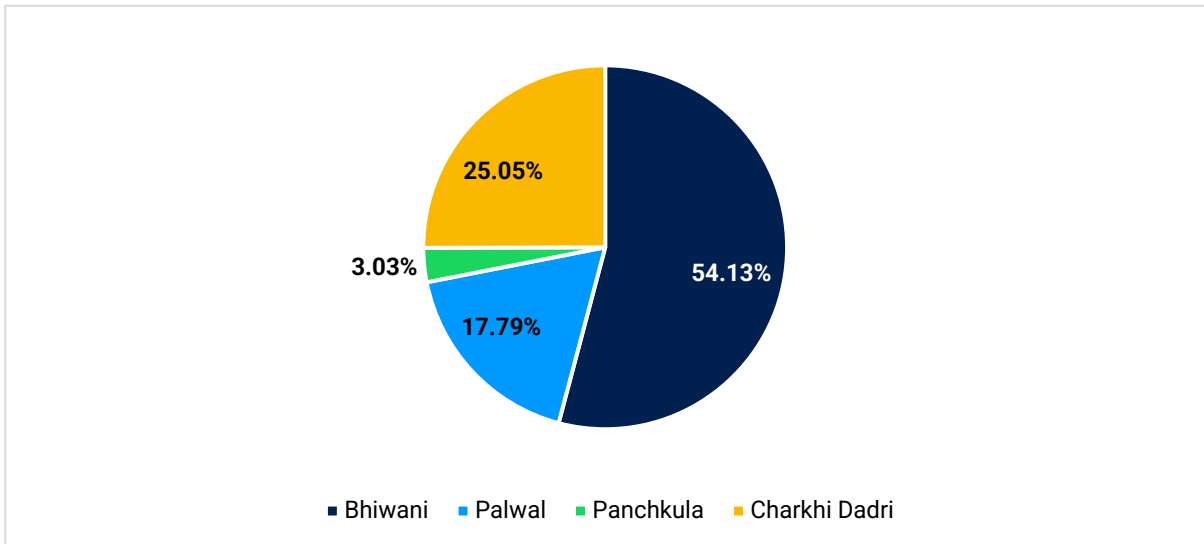


(Source: GIST Impact, 2024)

11.6 Impact generated by Meri Fasal Mera Byora

Panchkula district exhibits the lowest adoption rate of the MFMB dashboard, indicating comparatively lower acceptance among farmers for this digital farming platform compared to the other two districts.

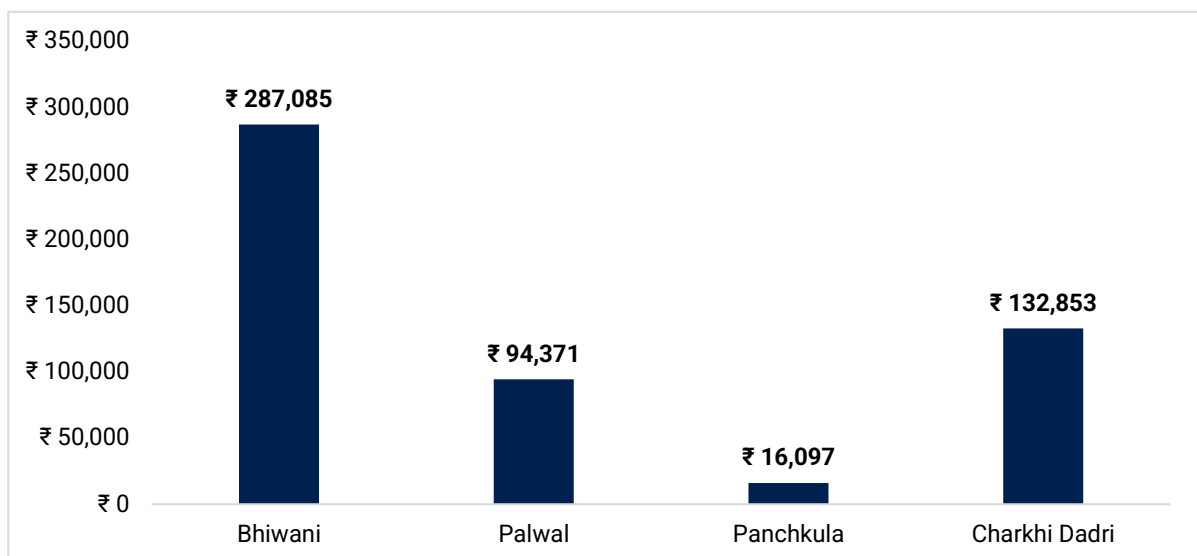
Figure 40 Area registered on the Mera Fasal Mera Byora dashboard



(Source: GIST Impact, 2024)

Bhiwani and Charkhi Dadri districts experience the most significant economic gains from preventing crop losses, indicating effective measures to mitigate risks associated with crop loss in these areas.

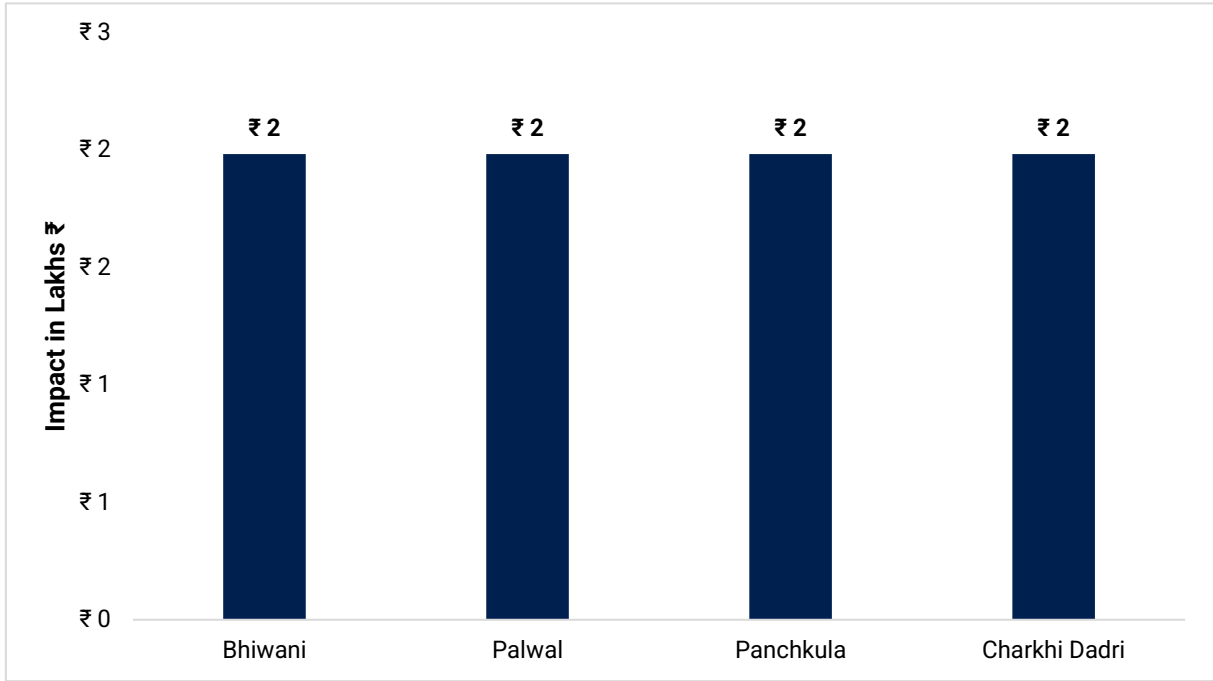
Figure 41 Economic Impact of avoided crop loss across districts



(Source: GIST Impact, 2024)

11.7 Impact generated for Associates

Figure 42 Economic Impact for associates categorized by districts

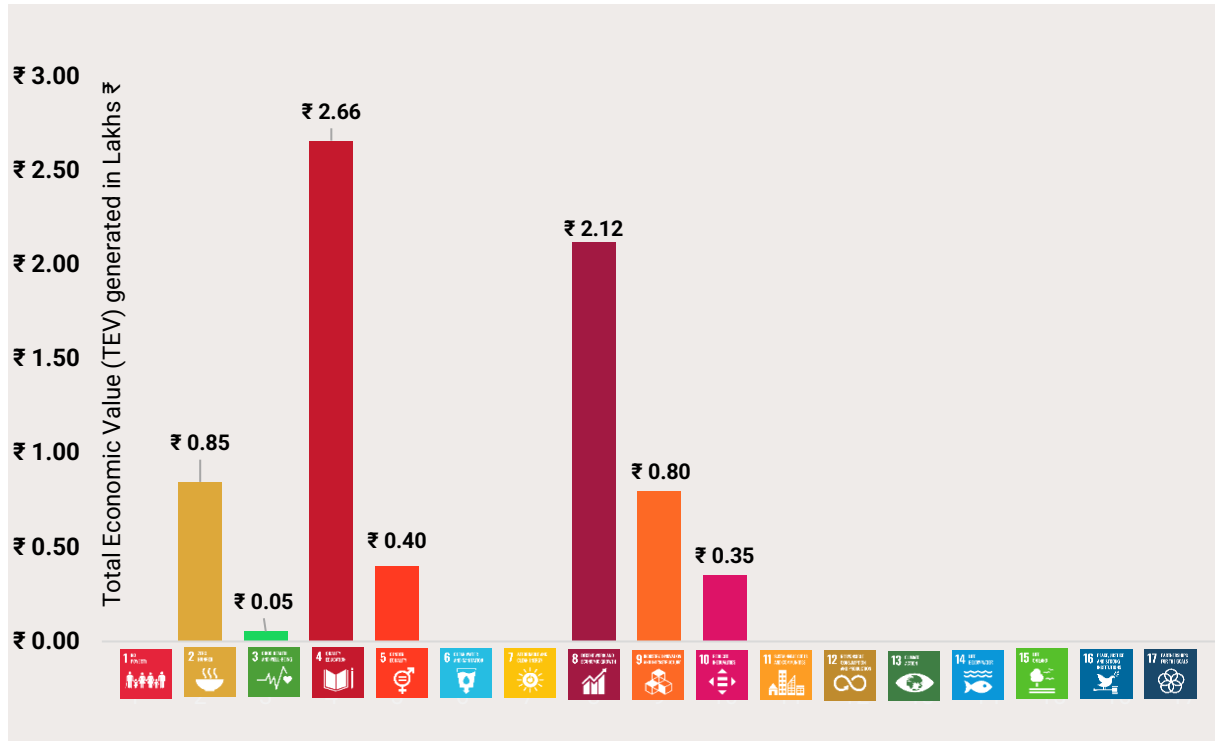


(Source: GIST Impact, 2024)

The economic impact for associates displays a consistent pattern across all four districts, with each district generating a net present value of future income of approx. ₹2 lakhs. This uniformity underscores the equal economic opportunities and benefits among associates across the districts.

11.8 Impact attributed to SDG's

Figure 43 Attribution of Impact to SDGs



(Source: GIST Impact, 2024)

The programme contributes positively to the following SDGs:

- **SDG 2: Zero Hunger** (avoided crop loss) - ₹ 0.85 Lakhs.
- **SDG 3: Good Health & Wellbeing** (Early childhood care and education, counselling to women at one stop centre) - ₹ 0.05 Lakhs.
- **SDG 4: Quality Education** (Achieving grade level competence and improving foundational literacy and numeracy) - ₹2.66 Lakhs.
- **SDG 5: Gender Equality** (empowering women thought one stop centre) - ₹0.40 Lakhs.
- **SDG 8: Decent Work & Economic Growth** (Increased Future Income for associates and Anganwadi workers) - ₹2.12 Lakhs.
- **SDG 9: Industry, Innovation & Infrastructure** (Adoption to technology for E-Office, Faster service delivery via Antyodaya Saral) - ₹0.80 Lakhs.
- **SDG 10: Reduced Inequalities** (Providing legal assistance to women at one stop centre and education to girl child via saksham) - ₹0.35 Lakhs.

12. Key Recommendations

Suggested Actions for Evaluation:

- Consider conducting both baseline and endline studies to assess quantitative and qualitative shifts in beneficiaries' lives.
- Initiate the process with baseline data collection, followed by endline surveys, for a comprehensive understanding of participants' evolving circumstances.

Recommendation for Monitoring:

- Implement a robust beneficiary tracking system to capture quantitative data such as the demographics of beneficiaries (age, social class and gender), their socio-economic conditions, and changes pre- and post-implementation.
- Utilize the system to collect valuable insights for refining and optimizing programme effectiveness in the long term.

Proposed Measures for Outreach and Inclusivity:

- Evaluate engagement across demographics and geographies, with a focus on marginalized communities, diverse ethnicities, and minority groups.
- Diversify monitoring mechanisms to ensure broader inclusion, capturing qualitative data pertaining to behavioral changes and scheme awareness, particularly among marginalized demographics.

13. Key Assumptions

13.1 Antyodaya Saral

Particulars	2020-21	2021-22	2022-23
Inflation rate (%)	5.60%		
Social Discount Rate (%)	4%		
Reduction in processing time	16%		
Minimum daily wage for semi skilled in Haryana	₹415		
Percentage of skilled workforce in haryana	35%		
Haryana Right to Service Act, 2014 (time limit within which services are to be provided to citizens)	1 Day – 120 days		
Total grievance tickets (cumulative of 4 districts)	6652	2995	640
Average resolution time	101 Days	45 Days	37 Days
Drop off (%)	25%	25%	25%
Deadweight (%)	25%	25%	25%
Displacement (%)	25%	25%	25%
Attribution (%)	16%*	16%*	16%*

Note: *According to information shared, there are three other funders for the CMGGA program in Haryana. PRIF contributed 16% of the total funding for the program.

13.2 Good Governance Associates

Particulars	2020-21	2021-22	2022-23
Inflation rate (%)	6.62%	5.13%	6.69%
Social Discount Rate (%)	4%		
Salary growth rate	7.3%		
Monthly stipend to associates	₹50,000 [^]		
Skill redundancy (assumption)	5 years		
Total number of associates	12 [^]		
Drop off (%)	25%	25%	25%
Deadweight (%)	25%	25%	25%
Displacement (%)	25%	25%	25%
Attribution (%)	16%*	16%*	16%*

Note: *According to information shared, there are three other funders for the CMGGA program in Haryana. PRIF contributed 16% of the total funding for the program.

Note: [^]As per the client's suggestion

13.3 One Stop Centre

Particulars	2020-21
Average counselling session cost	<u>₹2000</u>
Average out of pocket expenditure per incidence of domestic violence	<u>₹10,543</u>
Average legal consultation fee	<u>₹12,500</u>
Average number of session required (assumption)	4
Inflation rate (%)	<u>6.62%</u>
Drop off (%)	<u>25%</u>
Deadweight (%)	<u>25%</u>
Displacement (%)	<u>25%</u>
Attribution (%)	16%*

13.4 E-Office

Particulars	2020-21	2021-22	2022-23
Inflation rate (%)	6.62%	5.13%	6.69%
Average number of working days in Haryana	236		89**
Expenditure on stationary and printing	54,22,000	62,11,000	61,72,000
Price of a A4 Size Paper	₹0.58		
Drop off (%)	25%	25%	25%
Deadweight (%)	25%	25%	25%
Displacement (%)	25%	25%	25%
Attribution (%)	16%*	16%*	16%*

13.5 Saksham

Particulars	2020-21	2021-22	2022-23
Inflation rate (%)	5.60%		
Social Discount Rate (%)	4%		
Average expenditure per student incurred on primary education	₹6024		
Average return to schooling for primary education	6%		
Gross Enrolment ratio for Std 3	104.8%	104.8%	
Gross Enrolment ratio for Std 5	104.8%	104.8%	
Gross Enrolment ratio for Std 8	94.7%	94.7%	
Drop off (%)	25%	25%	25%
Deadweight (%)	25%	25%	25%
Displacement (%)	25%	25%	25%
Attribution (%)	16%*	16%*	16%*

13.6 Samarth

Particulars	2021-22	2022-23
Inflation rate (%)	5.60%	
Social Discount Rate (%)	4%	
Average wage growth rate	8.95%	
Monthly honorarium to anganwadi workers	₹4500	
Early childhood care and education cost per child	₹1030	
Drop off (%)	25%	25%
Deadweight (%)	25%	25%
Displacement (%)	25%	25%
Attribution (%)	16%*	16%*

13.7 Meri Fasal Mera Byora

Particulars	2021-22	2022-23
Inflation rate (%)	5.60%	
Crop area affected by extreme weather events (ha)	16187	
Registered area from Panchkula (acre) on Dashboard	174903 [^]	
Registered area from Bhiwani (acre) on Dashboard	532071 [^]	
Registered area from Palwal (acre) on Dashboard	29833 [^]	
Registered area from Charkhi Dadri (acre) on Dashboard	246224 [^]	
Drop off (%)	25%	25%
Deadweight (%)	25%	25%
Displacement (%)	25%	25%
Attribution (%)	16%*	16%*

13.8 Mukhya Mantri Antyodaya Parivar Uttan Yojana

Particulars	2021-22	2022-23
Total loan sanctioned	9694 [^]	
Average loan amount sanctioned in Bhiwani	<u>₹40,000</u>	
Average loan amount sanctioned in Charkhi Dadri	<u>₹1,20,000</u>	
Average loan amount sanctioned in Palwal	<u>₹10,000</u>	
Average loan amount sanctioned in Panchkula	<u>₹45,000</u>	
Drop off (%)	<u>25%</u>	<u>25%</u>
Deadweight (%)	<u>25%</u>	<u>25%</u>
Displacement (%)	<u>25%</u>	<u>25%</u>
Attribution (%)	16%*	16%*

14. Annexure

14.1 Valuation Methodology of Antyodaya Saral

GIST Impact has conducted a comprehensive assessment to quantify the economic value of the impact generated by Antyodaya Saral. This involved calculating the economic benefits in terms of the opportunity cost of time. To achieve this, we utilized data on wage loss by the economically active population in the districts, minimum wage for semi-skilled labor, and average resolution time sourced from secondary sources and the Saral dashboard.

14.2 Valuation Methodology of Good Governance Associates

We have conducted a comprehensive evaluation of the economic impact generated for associates who have completed their fellowship. This assessment focuses on estimating their future earning potential through a present value calculation.

To calculate the associates' future earning potential, we projected their potential income for a period of 5 years. In this calculation, we assumed that the knowledge and skills acquired during their fellowship period would continue to benefit them in their day-to-day work. It's important to note that after this 5-year period, there may be instances where beneficiaries decide to change their career paths, potentially enhancing their skills further through other sources that will not be attributed to PRIF.

To determine the present value of their earning potential, we used the actual salaries of the associates as a basis for our calculations. This approach allows us to provide a detailed assessment of the economic impact of the CMGGA programme on associates who have completed their fellowship.

14.3 Valuation Methodology of One Stop Centre

We have calculated the economic value of benefit generated from one stop centre in terms of avoided cost of counselling and legal assistance, we used the counselling cost for mental health, average legal consultation fee for domestic violence in Haryana and average medical expense per incidence of domestic violence which includes first aid, wage loss and hospitalisation from secondary sources. This information has been used to calculate the avoided cost of counselling and legal assistance which is later on scaled in proportion of beneficiaries across the district.

14.4 Valuation Methodology of E-Office

We have calculated the economic value of benefits in terms of avoided stationery and printing costs. To achieve this, we first extrapolated the weekly files and receipts created to annual figures. Subsequently, we computed the annual printing and stationery costs based on the cost of A4 size paper.

Additionally, to ensure the robustness of our findings, we triangulated this calculation with the printing and stationery budget allocation of the Government of Haryana, as outlined in their budget document.

14.5 Valuation Methodology of Saksham

GIST Impact has undertaken an extensive examination to quantify the economic value of the impact generated for government school students of grade III, V and VIII whose received grade level competency. This assessment involves the application of the Mincerian rate of return⁵ to the educational investment made at each educational level. It ensuring a comprehensive evaluation of the saksham program's economic benefits for all supported students.

14.6 Valuation Methodology of Samarth

We have calculated the economic value generated from Samarth programme in terms of avoided early childhood care and education cost. For this we used the early childhood care and education per individual child from secondary resource and scaled it as per the beneficiaries across the district. Another component of the economic value is the increased future income of Anganwadi workers. For this we have used their honorarium and projected their income for a period of 5 years. In this calculation, we assumed that the knowledge and skills acquired during their training would continue to benefit them in their day-to-day work.

14.7 Valuation Methodology of Meri Fasal Mera Byora

In our analysis to determine the economic value of benefits generated from the Meri Fasal Mera Byora program in terms of avoided crop loss, we employed a multi-faceted approach. Firstly, we utilized data on the proportion of area affected in Haryana by extreme weather events such as heavy rain, heatwaves, cold waves, lightning, and storms. This data, sourced from secondary sources, was then combined with the net sown area to calculate the area affected by crop loss in each district. Subsequently, we integrated these values with the loan waiver amount provided by the Government of Haryana to arrive at the overall avoided crop loss.

14.8 Valuation Methodology of Mukhya Mantri Antyodaya Parivar Utthan Yojana

In our analysis, we computed the economic impact of the Mukhya Mantri Antyodaya Parivar Utthan Yojana in terms of high disposable family income. Firstly, we obtained the average loan sanctioned from secondary sources. Next, we scaled this value proportionally to the number of beneficiaries in each of the four districts. By aggregating these scaled values across all districts, we determined the total economic value generated by the programme.

⁵ For more information, see: <https://wol.iza.org/uploads/articles/278/pdfs/estimating-return-to-schooling-using-mincer-equation.pdf>

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