Executive Summary

Introduction

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 reality[1]. 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.

The Government of Haryana introduced the Chief Minister Good Governance Associate (CMGGA) Programme is an effort between 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[2].

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 undertook to fund a portion of the CMGAA programme in four districts of Haryana State namely Bhiwani, Panchkula, Palwal and Charkhi Dadri under their CSR initiatives. There are several flagship programmes implemented by the CMGGA Associates. Antyodaya Saral, Associates, E-office, One Stop Centre, Saksham, Samarth, Meri Fasal Mera Byora (MFMB), Mukhya Mantri Antyodaya Parivar Uttan Yojana (MMAPUY) are the selected programmes that are evaluated under the current assessment.

[1] Sheng, Y. K. (2009). What is good governance. *United Nations Economic and Social Commission for Asia and the Pacific*.
[2] http://cmgga.in/#about

The motivation behind this assessment stems from the Pernod Ricard India Foundation's aspiration to assess the positive impact generated by the Chief Minister Good Governance Associate (CMGGA) programme to the local communities and stakeholders across these four districts of Haryana. The focus of this impact evaluation is on the positive impact generated by the CMGGA programme during the assessment years 2020-21, 2021-22, and 2022-23.

The study incorporates an analysis of four districts in Haryana, namely Bhiwani, Panchkula, Palwal, and Charkhi Dadri. GIST Impact has estimated the total economic value of the benefits generated from the various modules of CMGGA programme within these districts. Notably, the CMGGA programme comprises multiple modules operating in these regions, with the present assessment aiming to assess the benefits derived from eight distinct modules across the four districts.

Modules undertaken for Assessment

Modules	FY 2020-2021	FY 2021-2022	FY 2022-2023
Antyodaya Saral	✓	✓	✓
Associates	✓	✓	✓
E-Office	✓	✓	✓
One Stop Centre	✓		
Saksham	✓	✓	✓
Meri Fasal Mera Byora		✓	✓
Mukhya Mantri Antyodaya Parivar Utthan Yojana		✓	✓
Samarth		✓	✓

Note: One Stop Centre was discontinued in FY 2020-21 for evaluation. Concurrently, the Meri Fasal Mera Byora, Samarth, and Mukhya Mantri Antyodaya Parivar Uttan Yojana initiatives were introduced, effective from the fiscal year 2021-2022 in discussion with client.

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. The Chief Minister Good Governance programmme's impact evaluation results show that the intervention generates a high economic value to more than 8 lakhs beneficiaries collectively over the years.

Results Overview

Assessment years	Total economic value (TEV) (in lakhs)	SROI (per ₹1 invested)	Aggregate number of beneficiaries
FY 2020-2021	₹117	₹1.17	2,08,026
FY 2021-2022	₹217	₹2.17	4,28,793
FY 2022-2023	₹72	₹2.39	1,42,931

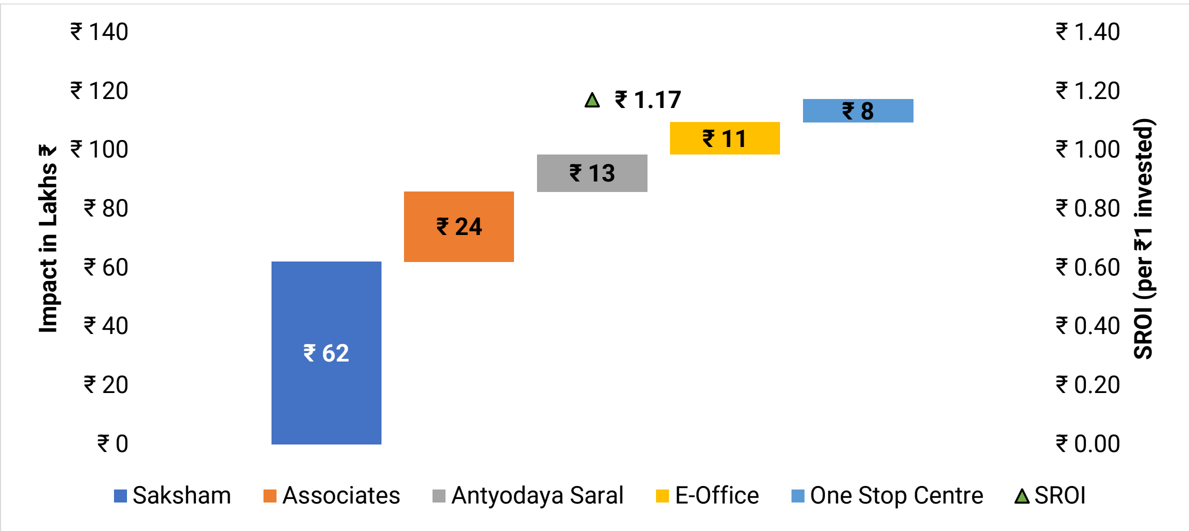
(Source: GIST Impact, 2024)

The PRIF CMGGA programme has demonstrated substantial economic impact, generating a Total Economic Value (TEV) of ₹4.06 crore across the fiscal years 2020-21, 2021-22, and 2022-23. Notably, FY 2021-22 emerges as the most impactful period, contributing ₹2.17 crore, primarily attributed to the evaluation of a greater number of schemes during this period. Moreover, there has been a consistent and notable increase in the Social Return on Investment (SROI) over the years. In FY 2022-23, the SROI reaches its peak, totaling ₹2.39 per ₹1 invested, indicating a significant enhancement in the program's societal benefits relative to its investment.

Assessment Year 2020-2021

The social return on investment (SROI) for the year stands at ₹1.17 per ₹1 invested, indicating a substantial result, implying that the investment capital has been efficiently utilized to produce significant social benefits. Total economic value of benefit generated for the assessment year stands at ₹1,17,39,852 benefitting an aggregate 2,08,026 beneficiaries.

Figure 1 Total Economic Value of impact created through PRIF CMGGA programme in FY 2020-21



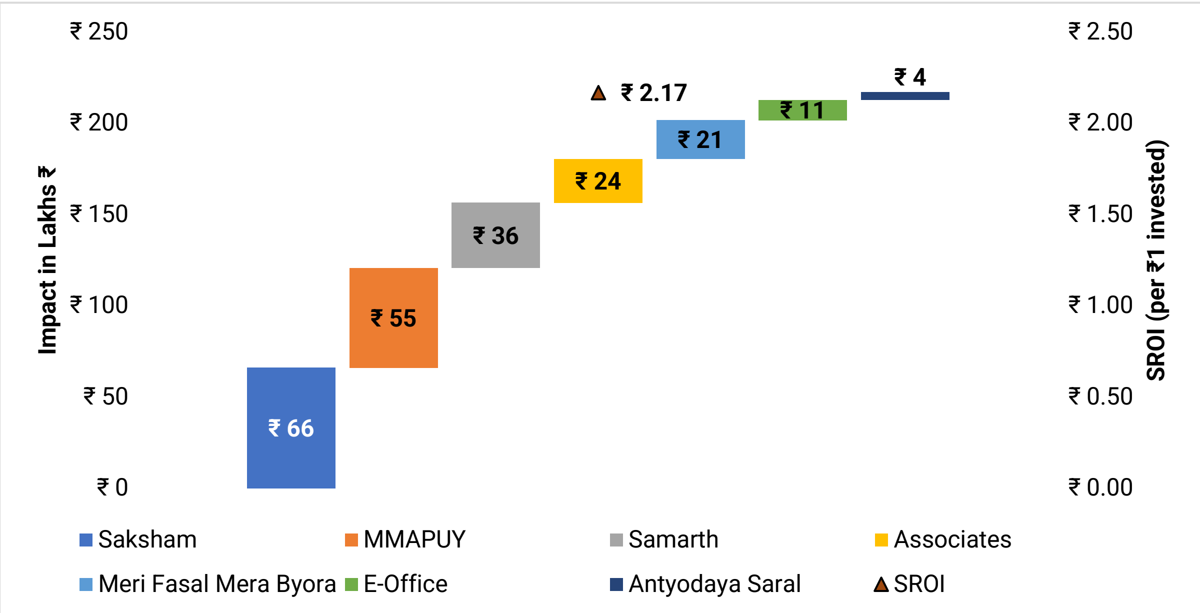
(Source: GIST Impact, 2024)

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. 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).

Assessment Year 2021-2022

The total economic value (TEV) of impact generated for the fiscal year 2021-22 amounts to ₹2,17,05,149, benefiting an aggregate of 4,28,793 beneficiaries. This cumulative impact value results from the summation of economic values of benefits derived from the modules under assessment.

Figure 2 Total Economic Value of impact created through PRIF CMGGA programme in FY 2021-22



(Source: GIST Impact, 2024)

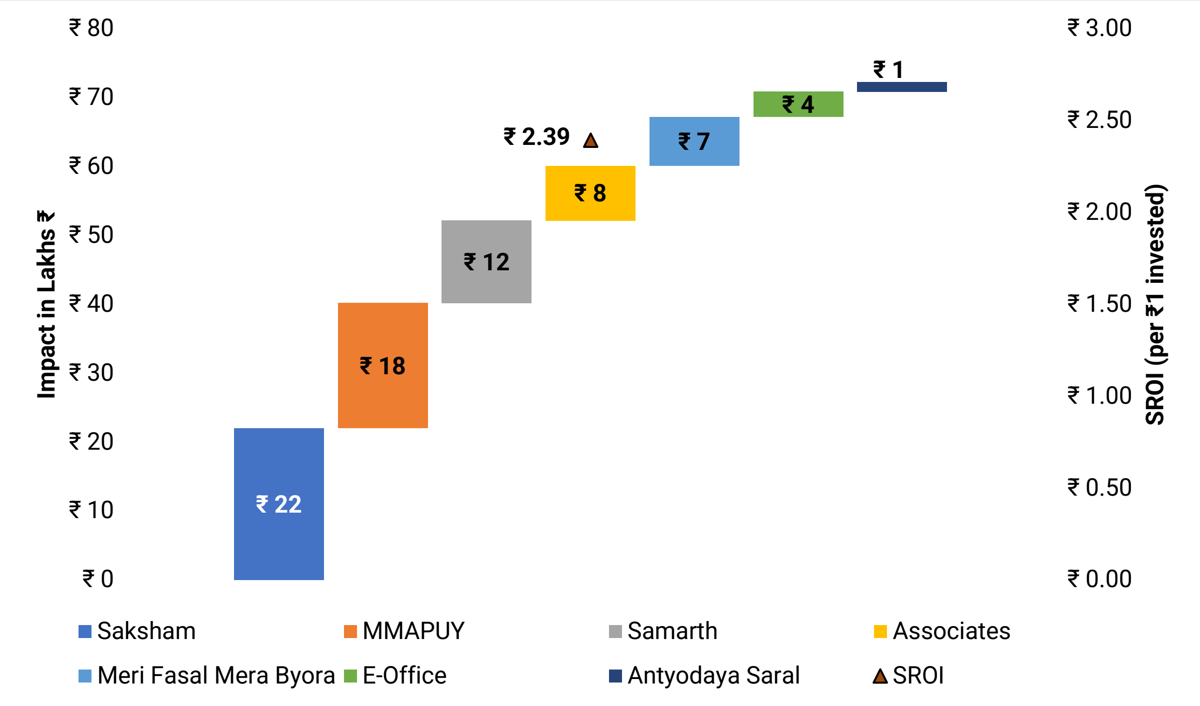
The total economic value includes benefits of ₹66 Lakhs as return on education for the students of Std III, V & VIII under the Saksham scheme. ₹55 Lakhs of benefit is attributed to the high disposable income with the family and ₹36 Lakhs of benefit to the avoided cost of early childhood care. ₹24 Lakhs, 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.

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 ₹1 invested.

Assessment Year 2022-2023[3]

The economic value of impact generated for the fiscal year 2022-23 amounts to ₹72,31,716, benefiting an aggregate of 1,42,931 individuals. The programme demonstrates a 'Social Return on Investment (SROI)' value of ₹ 2.39 per ₹1 invested.

Figure 3 Total Economic Value of impact created through PRIF CMGGA in FY 2022-23



(Source: GIST Impact, 2024)

Our analysis reveals a ₹22 Lakhs benefit arising from educational returns for students in Std III, V & VIII through the Saksham scheme. Furthermore, an additional ₹18 Lakhs benefit is attributed to increased disposable income within families. Additionally, ₹12 Lakhs of benefit is linked to avoided costs of early childhood care for children and increased future income for Anganwadi workers.

In our evaluation, we've identified ₹8 Lakhs stemming from increased future income due to exposure in policy implementation and governance. Additionally, ₹7 Lakhs of benefits are attributed to avoided crop loss. Furthermore, ₹4 Lakhs of benefits are linked to savings in terms of stationery and printing expenses, and ₹1 Lakh is credited to faster service delivery to citizens.

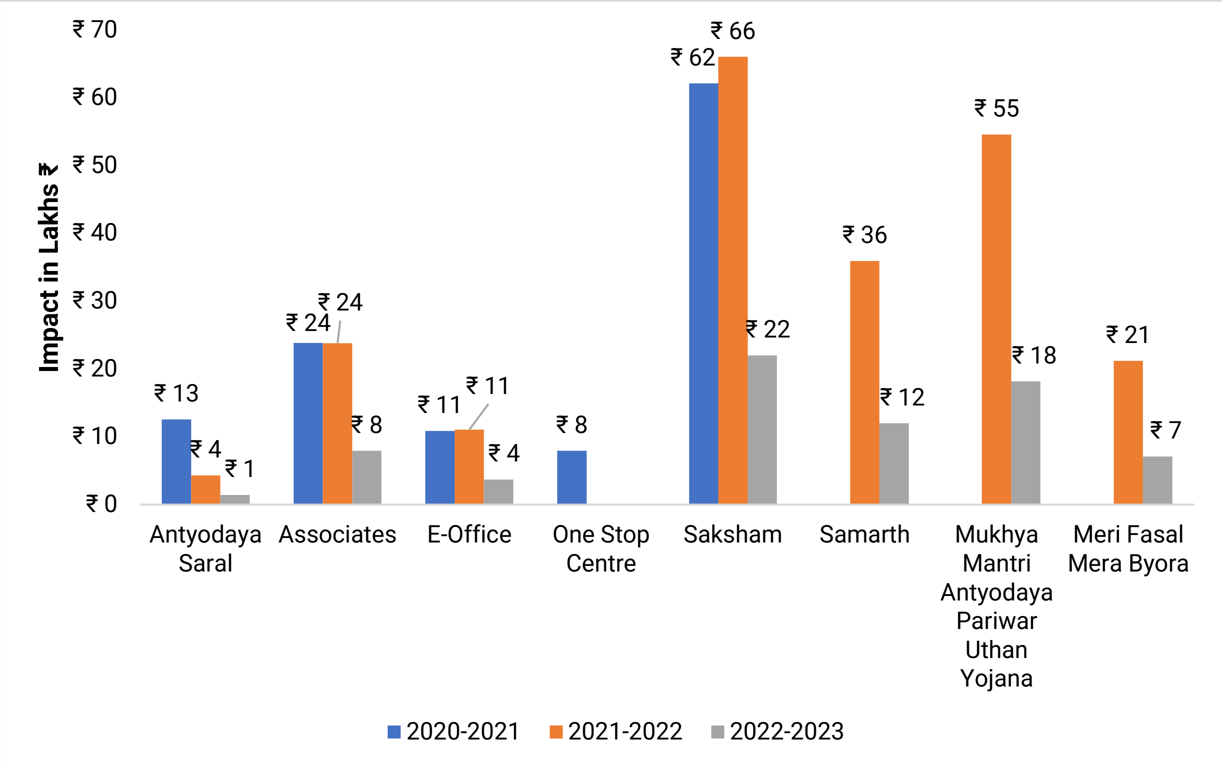
[3] During the financial year 2022-23, the program was operational from July 2022 to October 2022.

Conclusion

All the programmes encompass a diverse range of initiatives, each with its own unique impact contributing to overall SROI. This diversity allows PRIF and its stakeholders to address various social challenges and create value across different cohorts of the population.

In conclusion, the comprehensive assessment of PRIF's CMGGA programmes reveals a clear and compelling picture of their economic impact and Social Return on Investment (SROI). Through comprehensive analysis, it becomes evident that these initiatives are not only effective but also efficient in fostering positive social outcomes. The following figure exhibits the impact generated by all of the programmes evaluated.

Figure 4 Total Economic Value of impact created by different modules across the years



(Source: GIST Impact, 2024)

The analysis of various modules underscores significant differences in their economic impact, with Saksham and Mukhya Mantri Antyodaya Parivar Utthan Yojana (MMAPUY) has generated highest economic value among all other programmes evaluated. Notably, Saksham achieves the highest economic impact of ₹66 Lakhs for FY 2021-2022, followed closely by MMAPUY at ₹55 Lakhs. Saksham's core objective of enhancing the competency levels of elementary students in government schools has consistently generated incremental economic value over the assessment period. Conversely, MMAPUY, designed to better the financial condition of poor families, exhibits a substantial impact, particularly in FY 2021-2022.

Antyodaya Saral continues to play a pivotal role in expediting service delivery to citizens, despite experiencing a decline in economic value over the years. The modules of Associates and E-Office demonstrate sustained economic impacts of 24 lakhs and 4 lakhs, indicative of heightened prospects for future income among associates and ongoing advancements in the digitization of governmental administrative processes, respectively.

One Stop Centre and Samarth have generated an economic impact of 8 lakhs and 36 lakhs in 2020-21 and 2021-22 respectively. While the former provides integrated support to women impacted by violence, the latter underscores the advantages stemming from early childhood care and education measured in terms of avoided cost.

Meri Fasal Mera Byora and Mukhya Mantri Antyodaya Parivar Utthan Yojana exhibit economic impacts of ₹21 lakhs and ₹7 lakhs in FY 2021-22 and FY 2022-23, respectively. The former's focus on aggregating agricultural information into a unified digital platform contrast with the latter's emphasis on uplifting the financial status of marginalized families.

These findings emphasize the critical significance of continuous evaluation and monitoring to fully comprehend the breadth and depth of social value creation. As we move forward, it is imperative to maintain a steadfast commitment to measuring and enhancing the societal benefits derived from such initiatives, ensuring a sustainable and impactful contribution to community development.