

F No.M-12019/1/2016-RE.I  
Government of India  
Ministry of Rural Development  
(MGNREGA Division)

New Delhi, dated: 20<sup>th</sup> July, 2016  
22<sup>nd</sup>

To

Principal Secretary (Bihar, Chhattisgarh, Jharkhand, Kerala,  
Madhya Pradesh, Maharashtra, Karnataka, Rajasthan, Odisha,  
Tamil Nadu, Tripura, Uttar Pradesh, West Bengal)

**Sub: Digital India Cross-Stakeholder Business Process Roadmapping  
Workshop for MGNREGS**

Sir/Madam:

The Ministry of Rural Development (MoRD) has been assigned a Mission Mode Project (MMP) under the Digital India initiative, monitored by Union Cabinet Secretary. The assigned MMP includes a sub-MMP focused on the Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS).

2. The Ministry's Digital India effort begins with a Business Process Reengineering (BPR) exercise. The BPR exercise will explore how Scheme delivery processes could be operationally enhanced for greater efficiency, transparency, and citizen empowerment. It will result in an MoRD process architecture compliant with Digital India objectives: offering a converged Schematic focus on beneficiaries, easier citizen access to Scheme entitlements, and a comprehensive view of Scheme delivery for officials and other stakeholders.

3. To identify and understand opportunities for process improvement, the Ministry wishes to draw on advice from a select group of experienced officials (from Centre through Panchayat), citizens, and other stakeholders involved in MGNREGS delivery. Accordingly, the Ministry is organising a Cross-Stakeholder Business Process Roadmapping Workshop on 2<sup>nd</sup> August, 2016, from 1030 to 1730 in New Delhi. The Workshop meeting will be chaired by Joint Secretary (Skills). The venue of the Workshop will be intimated later.

4. You are kindly invited to nominate officials and representatives from your State as per the suggested list enclosed as "Annexe 1", who will be able to contribute to a meaningful discussion on the MGNREGA processes.

5. For your kind reference, a Background Note is enclosed at Annex 'A', with more details on this exercise.

Yours faithfully,

Encl: As above.

  
(Aparajita Sarangi)  
Joint Secretary(RE)  
Tel. No. 23383553

Copy to:

1. Dr. A Santhosh Mathew, Joint Secretary (Skills), M/oRD, Thapar House, New Delhi.
2. Ms. Inayat, PO(UNDP).

22/7/12

Suggested participants for Road Mapping workshop – MGNREGA

1. The following norms have been adopted for invitation of participants:
  - a. All 4 tiers of government and beneficiary perspective; State, District, Block, Panchayat;
  - b. MGNREGA citizen beneficiaries and worker collectives who work on entitlement access issues;
  - c. Individuals and organisations who are expert in the social audit processes;
  - d. Poorer states most in need of MGNREGS;
  - e. All regions, equitably – North, East, West, South and Central India.
  
2. Keeping this in mind, the Principal Secretary of the following states are requested to nominate persons from the following categories
  - a. Two senior officials from the State who are conversant with MGNREGA:
    - i. Rajasthan
    - ii. Karnataka
    - iii. Bihar
    - iv. Maharashtra
    - v. Tamil Nadu
  - b. District representatives:
    - i. Rajasthan
    - ii. Tripura
    - iii. Madhya Pradesh
    - iv. Bihar
  - c. Block representatives:
    - i. Jharkhand
    - ii. Chhattisgarh
    - iii. Odisha
    - iv. Uttar Pradesh
  - d. Panchayat representatives:
    - i. West Bengal
    - ii. Kerala
  
3. Concerned State Governments may request the following CSOs to nominate workers/worker representatives. Their cost of travel is to be borne by the State Government administrative charges;
  - a. Karnataka, Grakoos
  - b. Bihar, Samaj Parivartan Shakti Sangathan
  - c. Maharashtra, Pragati Abhiyan
  - d. Odisha, Atma Shakti Trust
  
4. The following may be invited for presentation on social audit processes;
  - a. 5 Social Audit NIRD consultants
  - b. Mr. Karuna M, Govt. of Tamil Nadu

*Digital India Cross-Stakeholder Business Process Roadmapping Workshop  
for  
Mahatma Gandhi National Rural Employment Guarantee Scheme*

## Background Note

### BACKGROUND

1. **Digital India, Business Process Reengineering, and MGNREGS.** Ministry of Rural Development (MoRD) has been assigned a Mission Mode Project (MMP) under the Digital India initiative. The MMP is monitored by Union Cabinet Secretary and executed by MoRD's Information Technology (IT) Programme Division. The assigned MMP includes a sub-MMP focused on the Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS).

The Ministry's Digital India efforts begin with a Business Process Reengineering (BPR) exercise. The exercise examines how Scheme delivery processes could be operationally redefined to leverage digital technology for greater efficiency, transparency, and citizen empowerment. It aligns with Union Cabinet's direction on Digital India: specifically, Digital India Vision Areas II (governance and services on demand) and III (digital empowerment of citizens). **The end-state** will be a MoRD process architecture compliant with this direction: that offers a converged Schematic focus on beneficiaries, eases citizen access to Scheme entitlements, and provides officials and other stakeholders with a comprehensive view of Scheme delivery.

While executed by MoRD's IT Division, BPR is necessarily led by the Programme Divisions – targeted at their operational requirements. Secretary(RD), chairing a meeting of Programme Division heads on 12 April 2016, approved the overall BPR exercise approach, and directed MoRD Divisions and with relevant field, District, and State officials across Schemes and functions, to extend consultation and other support to it.

2. **Multi-Layered Scheme Implementation.** MGNREGS is implemented across several administrative levels: Centre, State, District, Block, and Gram Panchayat (GP). The BPR exercise seeks to offer practical, concrete improvements at each of these levels, and to citizen beneficiaries.

- a. Due to this multi-layered implementation, Scheme delivery improvements at any level can be driven by – or cause – improvements at other administrative layers.

*For example,* a Central funding process guideline may influence how the Scheme is executed at GPs. Similarly, data reporting practices at State level may ease fund release processes at Centre.

- b. Consequently: any delivery process improvement to delivery processes must necessarily involve all administrative tiers involved in Scheme execution.
- c. MoRD BPR would necessarily acknowledge and reflect MGNREGS specific needs, including the fact that MGNREGS delivery on the ground is driven by local operating conditions. MoRD BPR would strengthen this principle, as

feasible: focusing on providing an enabling framework for local innovation at the State level and below.

#### CROSS-STAKEHOLDER BUSINESS PROCESS ROADMAPING WORKSHOP

3. To understand where these process-level improvements may be located, and how to execute them – across different administrative levels – MoRD will be conducting a roadmapping workshop on MGNREGS, on 2<sup>nd</sup> August 2016. The Workshop would be co-chaired by the Joint Secretaries for IT and MGNREGS Divisions, Ministry of Rural Development.
4. **Workshop Objective.** The Workshop will provide MoRD with a systematic understanding of areas where opportunities exist for Scheme delivery improvement; and of how to drive this improvement across all administrative layers concerned. **This Workshop's focus will be on operations, not IT:** identifying administrative improvement opportunities, in keeping with the BPR mandate.

- a. The Workshop would convene a select group of stakeholders, experienced in MGNREGS execution across these administrative tiers. These stakeholders would inform MoRD about
  - i. the implementation *improvements* they would like to execute, at their own level, due to MGNREGS processes;
  - ii. the perceived administrative *support* that could be extended to these improvements, in higher or lower administration layers; and
  - iii. the *impact* improvements at their level could have on *other* stakeholders, at higher or lower administration layers.

This will give MoRD concrete suggestions for systematic process reform, which could be fed into enhancing Scheme delivery.

- b. Specifically: the workshop would trace the causes and impact of delivery-level improvement across the following levels:
  - i. Gram Panchayat
  - ii. Block Development Office
  - iii. Zilla Parishad / District Rural Development Agency
  - iv. State MoRD: programme management and financial divisions
  - v. Union MoRD: programme management and financial divisions
- c. It is emphasised that Workshop delegates would not limit themselves to identifying weaknesses in current MGNREGS Scheme delivery processes. They would instead visualise what *improved* processes could look like (again, across all administrative layers). Workshop delegates would also be invited to identify any existing strengths in MGNREGS, which may be retained in reengineered processes.

5. **Workshop Result.** By the end of the workshop, MoRD should have clarity on:

- a. Current MGNREGS Scheme delivery baseline:

- i. *What* specific Scheme delivery improvements could be delivered at each level of administration;
    - ii. *Whether*, and if so *how*, these improvements could be enabled / supported by process / programme guidelines at State and Central level: and how these improvements are interconnected;
  - b. Future Scheme delivery under MGNREGS:
    - i. What end-state would different Scheme delivery stakeholders like – how would they visualise a ‘better delivered’ Scheme?
    - ii. How this might be delivered, across stakeholders: how would these improved processes interconnect with, and drive, each other?
  - c. *The difference MGNREGS stakeholders would like to see between old and new Scheme processes. Approximately how would this difference be achieved, in concrete terms?*
6. **Workshop Attendees.** The workshop will bring together approximately 25 individuals, representing (as a sample) the various institutional stakeholders who execute Scheme delivery.
  - a. These will include:
    - i. Directors and Deputy Secretaries from Union MoRD’s MGNREGS and Internal Finance divisions;
    - ii. State MoRD programme management officials;
    - iii. District Development Officers / Chief Executive Officers, Zilla Parishads;
    - iv. Block Development Officers;
    - v. Gram Sarpanches;
    - vi. Beneficiaries, drawn for example from MGNREGS worker groups;
    - vii. NGOs, and experts.
  - b. In the interests of effectiveness: it is essential that all workshop delegates speak freely and frankly, while identifying improvements. Delegates will be encouraged to speak freely, regardless of seniority or otherwise, under the authority of the Workshop Chairpersons.
7. **Workshop Output.**
  - a. The workshop will generate a **process roadmap document**, identifying
    - i. Desired Scheme delivery operational improvements, with process causes and support factors traced across different institutional stakeholders;
    - ii. Preliminary process reform objectives, identifying priority targets for process redesign.
  - b. The process roadmap document will be used to generate **revised business processes under MoRD’s Digital India MMP**.