



DRAFT

Vision

Strategic Framework

Plan of Action (2010-11)

May 2010

Mahatma Gandhi National Rural Employment Guarantee Act, 2005

Vision, Strategic Framework and Plan of Action (2010-2011)

Mahatma Gandhi National Rural Employment Guarantee Act, 2005, (MGNREGA) was enacted on 7th September 2005 as “ *An Act to provide for the enhancement of livelihood security of the households in rural areas of the country by providing at least one hundred days of Guaranteed wage employment in every financial year to every household*”

The objectives of MGNREGA are:

- a) Providing wage employment opportunities
- b) Creating sustainable rural livelihoods through regeneration of the natural resource base i.e. augmenting productivity
and supporting creation of durable assets
- c) Strengthening rural governance through decentralisation and processes of transparency and accountability

MGNREGA pioneers the Government's of radicalization of State welfare policies, foregrounding its development obligations as citizen rights. The most significant feature of the MGNREGA is that it vests the country's rural communities with rights to demand employment and binds the Government to time-bound legal guarantees to honour and fulfill the demand. The implementation of the Act has yielded encouraging results, despite uneven performance across the country, in augmenting employment, increasing wage earnings, stemming distress migration, enhancing productivity and promoting equity, specially gender equity. This Act for unskilled manual labour is ushering in a new era of technology and financial inclusion for rural communities. MGNREGA, designed primarily as a social safety net has the potential to transform rural India into a more productive, equitable, connected society.

Realising the vision of the Act necessitates the development of a comprehensive strategic framework and a time-bound Plan of Action to strengthen existing delivery systems and enhance people's capacity to enforce their rights. This is a challenging task as it confronts legacy behaviour, structural hierarchies, historical dependencies, and a nexus of vested interests that resist progressive change. This is further aggravated by multiple deprivations and unequal dependencies of rural communities. Several basic conditions on which the legal provisions are expected to be enforced are usually missing generating the dual challenge of creating systems for implementation and compelling existing systems to deliver against guaranteed mandates. It is like making the road while hitting it, running.

Therefore, fulfilling the radical rights-based vision of MGNREGA requires delineating a clear strategic framework drawn from the stated goals of the Act and drawing up a detailed time-bound plan of action for its implementation. Such a plan requires

innovative thinking as there is no precedence to many of the rights-based instruments intrinsic to its design. The strategic framework has to have components that strengthen the existing delivery systems as well as to evolve new structures and re-engineer process.

Based on implementation experience and feedback in the last four years, the broad components of the strategic framework can be organised as two broad sets, the first related to the sequence of processes mandated by law and the second related to the management systems expected to implement those processes. The first focuses on facilitating demand-based processes and the second strengthening the supply-side systems to respond effectively to the demand. Though admittedly, dichotomies of supply and demand are not adequate ways of describing the participatory inter-related manner in which the agencies are expected to act, and it is in fact hoped that the strategic framework of action will help realise the vision of collective and collaborative ownership of rights and obligations.

Components related to strengthening legal processes and entitlements are as follows

- Social Mobilisation
- Planning
- Works management
- Asset creation
- Wage payment
- Transparency and Public accountability
- Grievance redressal

Components related to strengthening management systems to ensure that the processes mandated by the Act are carried out in letter and in spirit are as follows

- Augmenting human resources
- Training all stakeholders
- Evolving new structures and processes where needed
- Using ICT enabled processes
- Strengthening monitoring and review systems
- Regular independent research and evaluation
- Incentivising performance
- Encouraging knowledge sharing

The strategic framework has been converted into a Plan of Action for the current fiscal year 2010-2011. The implementation of the plan of action is a joint responsibility of the Centre and the States. States are expected to elaborate the broad framework into specific targeted activities at their level according to their context in consultation with the districts. In identifying a set of activities, it has to be ensured that they meet the constraints identified and contribute towards the outcomes envisaged so that the Vision of the Act is realised. States are expected to develop detailed responsibility charts for completion of tasks within given time-frames. Each district is expected to evolve a similar plan of action right down to its Gram Panchayat level so that the vision and priorities in strengthening the rights based framework of the Act is equally acknowledged and articulated at all levels. Performance assessment of action towards this end will be through multi-layered,

multi pronged methods, the most crucial will be concurrent independent appraisals by professional institutions of national repute.

Outcomes expected in the implementation of the strategic framework are

- (a) building capacity of the system to deliver a legal guarantee
- (b) developing capabilities of the people to demand rights

- (c) identifying issues to leverage the Act to make it an instrument for integrated, sustainable development.

It is hoped that this Vision and Strategic Framework document indicating a broad Plan of Action for 2010 -2011 will facilitate concerted action by all stakeholders.

Mahatma Gandhi National Rural Employment Guarantee Act VISION & STRATEGIC FRAMEWORK

I	Vision	Fulfillment of the objectives of MGNREG of strengthening the livelihood of rural households by
		a) augmenting employment opportunities through providing upto 100 days of employment
		b) regeneration of natural resource base
		and creation of durable assets
II	Strategic Framework	c) strengthening the Rights based framework of development
		a) Build Capacity of Management Systems for effective delivery
		b) Facilitate development of workers' capabilities to exercise their Rights

SNO	Objective	Constraint	Strategy	Key activities	Time Line	Responsible agencies	Outcome indicator
I.	Ensure wage seekers can exercise their right to obtain work under NREGA	a) Lack of awareness	Social Mobilisation Local rural community, special focus : work local force engaged in manual labour specially in remote habitation <ul style="list-style-type: none"> Poor rural households SC/ST/women/minorities PRIs specially sarpanches 	IEC Consultation with Media leaders; -Formation of a Strategy group; Formulation of IEC plan Multi-media, TV, radio, community radio, print	June	IEC Div: Agency selection Production and dissemination NREG Div: Content validation Use monitoring Impact assessment States:To adapt and integrate national resources within their IEC plans	<ul style="list-style-type: none"> Local community aware of NREGA and its key processes: and their Rights How and where to apply for registration Use of job card for demanding employment and recording entitlements, job card with photographs are free of cost. Workers able to obtain employment according to choice of time & days Dated receipt for application for employment being issued Notified wages known BPL households are able to participate in NREGA Remote areas have NREG works ongoing Better participation in
				Preparation of communication material	June- July	MRD/SG	
				Dissemination of materials Screening of films Spots Jingles	July July	MRD/SG	

SNO	Objective	Constraint	Strategy	Key activities	Time Line	Responsible agencies	Outcome indicator
				Local vernacular Newspapers			gram sabhas
				Awareness campaigns, through local cultural forms wall papers, street play, Using SHGs, mahila mandals, ASHA	Ongoing	State Govt	
				Creating a youth movement; chalking out a common strategy in consultation with Ministry of Youth Affairs; collaboration with the NYKs; Launch nation wide campaign	May to July August 12th (Youth Day)	MRD SG	
		b) Lack of community outreach of PRI	Mobilisation of Sarpanches, specially Women PRIs	One day orientation of all Sarpanchas Women PRIS conventions	July	State Govt	

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		c) Lack of systematic direct communication opportunities with workers	Direct communication with Workers	<ul style="list-style-type: none"> Monthly Gram Rozgar diwas of workers Convening Gram Sabhas Communication with Households for dissemination of information on MGNREGA Household surveys in remote habitations 	Each month Once a quarter	State Govt	
		d) Lack of literacy among workers	Convergence of literacy programmes with NREGA	Discussion with MHRD Target setting Material review and modification Joint Meeting with States RD and Education Secretaries Convergence of literacy initiatives with NREG at district level	June to August	MRD	Workers able to write their applications and read job card/muster rolls/access information and records
				Launch literacy classes	Sep 8th	SG	
				Identification of village animators Training in literacy	Sep Onwards	SG	

SNO	Objective	Constraint	Strategy	Key activities	Time Line	Responsible agencies	Outcome indicator
				programmes Starting literacy classes for NREG workers			
		e) Lack of acknowledge ment of workers' applications	Use of ICT to enable workers to apply	<ul style="list-style-type: none"> Setting up Expert Group to discuss and finalise design and procedure 	June	MRD	<ul style="list-style-type: none"> ICT enabled NREG processes captured in public domain Adherence by implementation agencies to legal obligations such as acceptance of applications and issue of dated receipts, evidence of time bound allocation of work/unemployment allowance
				<ul style="list-style-type: none"> Selecting Technical Support agency to develop processes and guidelines on agreed parameters of design and procedure 	June	MRD	
				<ul style="list-style-type: none"> Final Guidelines ready Meeting with State SRDs 	July	SG	
				<ul style="list-style-type: none"> Launch Operationalisation Integrate with BNRGSK 	August 20th	MRD/SG	
				<ul style="list-style-type: none"> Monitor through web-enabled MIS Independent cross-verification 	Ongoing	MRD/SG	
		f) Job cards not in workers	Enforce Job card	<ul style="list-style-type: none"> Photographs on Job cards (JC) 	By August	SG	Reduction in misuse of job cards

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		custody	based application process	Certification by districts that JCs with workers <ul style="list-style-type: none"> MIS based monitoring of JC entries, work applications and dated receipts Independent cross verification 		SG	
						MRD/SG	
II.	Strengthen decentralized participatory planning process	Lack of skills-PRIs/Distt functionaries Exclusion of workers	Develop capacity for PRA with user friendly GIS- enabled bottom up Planning Process infused with technical expertise TG National/State/District NREGA Cells Technical agencies involved with NREG at all levels GP sarpanch and GP personnel	<ul style="list-style-type: none"> Set up an expert group to discuss and Determine region-wise appropriate Planning models Selection of National Resource Agencies (NRI) Develop Standard templates for GIS based Perspective and Annual Plan with LB; Formulate Strategy for nationwide roll out Formulate capacity building modules with the different institutions and stakeholders Meeting with State 	June	MRD	<ul style="list-style-type: none"> Participatory processes for planning Greater role of gram sabha and GP in plan making Technically feasible shelf of Projects Works address local needs Perspective Plan based on convergence Annual Plan and Labour Budget based on Perspective Plan More sustainable projects Better matching of labour demand and works Realistic fund estimations Greater transparency

SNO	Objective	Constraint	Strategy	Key activities	Time Line	Responsible agencies	Outcome indicator
				Govt/N RIs and State Resource <ul style="list-style-type: none"> Agencies Identify lab areas for intensive focus 			<ul style="list-style-type: none"> Local ownership Greater Available on MIS GIS enabling of plans and works started
				<ul style="list-style-type: none"> Training at all levels 	July-August	MRD SG	
				<ul style="list-style-type: none"> Calendar for nationwide planning process; 	September	SG	
				<ul style="list-style-type: none"> Carry out grassroots planning at the Panchayat level; Preparation, consolidation and approval of the Plans 	October	SG	
				<ul style="list-style-type: none"> Submission of Labour Budget on basis of District Plans 	January	SG	
				<ul style="list-style-type: none"> Approval of LBs 	Jan to March	MRD	
				<ul style="list-style-type: none"> Concurrent monitoring and quality check through MIS independent agencies 	From July onwards	MRD SG	
III.	Improve the quality of works	<ul style="list-style-type: none"> Lack of technical resource support at planning and implementation stages Inadequate 	Improved Planning Process enhancing capability for selection and execution of feasible projects	<ul style="list-style-type: none"> Deployment of qualified technical personnel. Barefoot Engineers selection of village youth; 	Accelerate ongoing process	SG	<ul style="list-style-type: none"> Durable assets Productivity enhancement Improvement in the percentage of complete works

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		<ul style="list-style-type: none"> technical staff Lack of integrated planning Ad hoc opening of works Lack of supervision 		<ul style="list-style-type: none"> -training in basics of engineering Engagement of professional experts with planning process at village level to facilitate Optimising Convergence for value addition Timely measurement Completion of old works Works census and asset audit 			<ul style="list-style-type: none"> Improved efficiency in estimation and execution
			<ul style="list-style-type: none"> Augment knowledge base for feasible labour intensive technologies TG 	<ul style="list-style-type: none"> Prototype Works designs to be prepared Identify existing materials Develop new material if needed 	June	MRD	Appropriate designs and location of works
			<ul style="list-style-type: none"> National/State/District NREGA Cells Technical agencies involved with NREG at all levels GP sarpanch and GP personnel 		July-August		
		Inflated estimates	<ul style="list-style-type: none"> Standard work estimate templates soft ware to be developed to reduce false margins and inflations 	<ul style="list-style-type: none"> Complete Soft Ware development Validate it Share estimates soft ware for customisation with States Training in soft ware 	June	MRD	Realistic work costs

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			<ul style="list-style-type: none"> TG Technical agencies involved with NREG at State/District/Block levels 	use Integration into work projects			
		Lack of proper records	Greater Transparency	<ul style="list-style-type: none"> Photographs on web site Cross checks for internal supervision system Multi level Quality Audit by external agencies 	From June onwards	SG MRD	<ul style="list-style-type: none"> Asset Register in Public domain Better Asset data base for future planning Firm base for convergence
IV.	Ensure work site facilities	<ul style="list-style-type: none"> Lack of planning Expensive procurements 	Guidelines on work site facilities Reports on MIS	Develop Guidelines Issue Sample checks for compliance	June	MRD	Decent work elements
V.	Timely measurements	<ul style="list-style-type: none"> Inadequate technical staff Lack of supervision Poor record keeping 	Augment technical resource support, specially during peak labour seasons	Deploy qualified personnel Adequate technical	Accelerate ongoing process	SG	<ul style="list-style-type: none"> Timely measurements Timely generation of wage bills More transparent and authentic measurements
			Improved work site management	Guidelines /training modules to be developed based on existing models and issued on <ul style="list-style-type: none"> Training of mates in measurement; 	June	MRD	

SNO	Objective	Constraint	Strategy	Key activities	Time Line	Responsible agencies	Outcome indicator
				<ul style="list-style-type: none"> Involving and training SHGs in measurement 			
			Proper MB	Link MB with MR on MIS	June onwards	SG	
			Use of ICT	<ul style="list-style-type: none"> Guidelines to be developed and shared on Measurement by handheld devices/mobiles development of software; Setting up Expert Group to discuss and finalise design and procedure Selecting Technical Support agency to develop processes and guidelines on agreed parameters of design and procedure Final Guidelines ready 	June	MRD	
				<ul style="list-style-type: none"> Meeting with State SRDs Creating Networks 	July	SG	
				<ul style="list-style-type: none"> Launch operation 	August 20 th		
			Timely Muster roll maintenance	Issue Guidelines on Weekly cycle of muster rolls, measurements and MIS entry	June	MRD	
VI.	Ensure transparency	<ul style="list-style-type: none"> Vested interests Unclear roles and 	Facilitate public access to information	<ul style="list-style-type: none"> Citizen Information Boards on work sites 	Ongoing . to	MRD SG	Reduction in complaints about bogus

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	on work sites	responsibilities <ul style="list-style-type: none"> Poor record keeping Workers' not able to assert their rights 	on work execution Fix responsibilities for work site functions Work site monitoring	<ul style="list-style-type: none"> Muster Rolls to be read out each day Workers to sign on MRs each day Mates responsible for MR and daily measurement Vouchers of Materials procured to be verified by workers Use of ICT at work site Village vigilance committee to verify muster rolls and work site facilities All details of works workers and muster rolls on website 	be reinforced through fresh guidelines		workers, works. Expenditure under public scrutiny so greater integrity in fund use
VII.	Ensure Timely payment of appropriate wages	a) Lack of financial service outreach	<ul style="list-style-type: none"> Expand Financial services(FS) Innovative local banking models to be evolved 	<ul style="list-style-type: none"> Finalise committee report on BC model Share with states FS gaps mapping Roll out BC model in unreached areas Set up Expert group Discussions Develop models Issue guidelines Creation of a Village Bank Appointment of SHGs as BCs 	June June July-August May June June onwards	MRD SG MRD SG	Fair and timely wage payments

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				<ul style="list-style-type: none"> Mobile Banking 	August	MRD	
		b) Delays in fund transfer	<ul style="list-style-type: none"> Expedite fund transfers 	<ul style="list-style-type: none"> Study existing process of and Issue guidelines on electronic fund transfer 	June	MRD	
				<ul style="list-style-type: none"> Implement E fund transfer Inter agency fund transfer to be visible on web site 	June onwards	SG	
		c) Delay in measurements	<ul style="list-style-type: none"> MR cycle to be weekly 	<ul style="list-style-type: none"> Follow weekly muster roll cycle 	May onwards	SG	
		d) Inadequate staff	<ul style="list-style-type: none"> More measurement - staff 	<ul style="list-style-type: none"> Payment on the basis of measurement by the Mates 	May	SG	
				<ul style="list-style-type: none"> Augment measurement staff 	ongoing		
			<ul style="list-style-type: none"> Responsibility to be fixed for delays 	<ul style="list-style-type: none"> Weekly review by DPC of pending wage bills Compensation for delays 	May onwards	SG	
		e) Lack of coordination between FSI and	<ul style="list-style-type: none"> Review MOU Coordination meetings 	<ul style="list-style-type: none"> Meeting with Dept of FS/Posts 	May	MRD	
				<ul style="list-style-type: none"> Issue revised MOU 	June	MRD	

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		administration		Model <ul style="list-style-type: none"> States to sign revised MOUs with FSI/Posts Monthly coordination meetings under SRD/CS 	June onwards	and SG	
				<ul style="list-style-type: none"> Link MIS entries of admin and FSI /Posts 	July	MRD/FS/Posts	
VIII.	Enforce public accountability	a) Lack of access of community to information	<ul style="list-style-type: none"> Proactive disclosure Free public access to information 	<ul style="list-style-type: none"> MIS <ul style="list-style-type: none"> - MIS reports (key) in vernacular on GP walls - Citizen information boards - Gram Rozgar diwas for enabling public scrutiny of record 	May onwards	MRD SG	<ul style="list-style-type: none"> Greater integrity of processes Safeguards of Workers rights in place Justice in the enforcement of the act
		b) Reluctance of implementation agencies to submit records to public scrutiny	<ul style="list-style-type: none"> Social Audit 	<ul style="list-style-type: none"> Discussion with States, stakeholders, NGOs etc; Review and revise existing SA policy 	June	MRD	
				<ul style="list-style-type: none"> Capacity Development in Social Audit 	July – Aug	SG	
				<ul style="list-style-type: none"> roll out for the Plan; 	Aug 20 th	MRD SG	
				<ul style="list-style-type: none"> Discussion with CAG, stakeholders, State Finance Commissioners, NGOs etc; 	June	MRD	
				<ul style="list-style-type: none"> Evolution of Audit 	July	MRD	

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				Framework for RD Programmes			
		c) Lack of independent watch dog systems	Establishing independent Vigilance mechanisms	<ul style="list-style-type: none"> Setting Up of Vigilance Organ 	June onwards		
				<ul style="list-style-type: none"> Design Vigilance Cell;(national, state, dist, block) 	June	MRD	
				<ul style="list-style-type: none"> Get competent approvals 	July	MRD/SG	
				<ul style="list-style-type: none"> Create Posts particularly of an IAS officer; 	Aug	MRD/SG	
				<ul style="list-style-type: none"> Establish vigilance cell Designing and operating a legal website; 	Sept	MRD	
				<ul style="list-style-type: none"> Revive Lok Adalats links with nrega all case going in for criminal prosecution; 	june	MRD	
				<ul style="list-style-type: none"> Examine models of village level legal help across the country; Consultation with legal experts Evolving and sharing models with States 	July August	MRD	
				<ul style="list-style-type: none"> Implementation of 	October	MRD/SG	

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				Pilots	2 nd		
		d) Insufficient role of Civil Society	Involving civil society	<ul style="list-style-type: none"> create a Transparency Literacy plan; Interfacing plan with the society 	June	MRD MRD/SG	
				<ul style="list-style-type: none"> preparation of primers/publicity material; 			
				<ul style="list-style-type: none"> regular interaction; -media and the other organs; -elected representatives; -student community 	August onwards	MRD MRD/SG	
IX.	Strengthening grievance redressal systems	Lack of independent mechanisms for grievance redressal	Setting up Ombudsman Grievance redressal rules Help lines	<ul style="list-style-type: none"> Following up with states Interlinking with each other Interlinking with social audits 	Ongoing	MRD/SG	
			Gram nyayalayas	<ul style="list-style-type: none"> Discussion with MHA 	June-July	MRD	
				<ul style="list-style-type: none"> Evolve a plan 	August	SG	
				<ul style="list-style-type: none"> Discussion with States Implement plan 	August-September October		

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X.	Leveraging MGNREGA for sustainable development	a) Lack of coordinated planning	Convergence	<ul style="list-style-type: none"> Expand convergence process to more districts 	Ongoing	SG	More productive and useful resource investment
				<ul style="list-style-type: none"> Document ongoing convergence and share for mutual learning 	Ongoing	MRD	Linking HDIs with NREG workers
				<ul style="list-style-type: none"> Formulate Special Projects for ceiling, Government land distributed to the landless have a convergent action plan for such lands; 	July	MRD/SG	
				<ul style="list-style-type: none"> Sharing with states Pilot implementation -preparation of list; -verification of possession; -convergence with agriculture, fisheries and forestry; -saturation as of all such lands; -cases of dispossession to come to light Concurrent appraisal 	August onwards	SG	
				Formulate Special Project for Tribal Lands	July	MRD	
				<ul style="list-style-type: none"> Sharing with states Pilot implementation 	July	SRD	

SNO	Objective	Constraint	Strategy	Key activities	Time Line	Responsible agencies	Outcome indicator
				<ul style="list-style-type: none"> • selection of all lands under Forest Rights Act; • -saturation under land development programme of convergent nature • coverage of all ST/SC lands in project form; 			
				<ul style="list-style-type: none"> • area saturation approach; • Concurrent appraisal • formation of groups for CMSA; • Convergence with CMSA 	August	MRD/SG	
				<ul style="list-style-type: none"> • Formulate special projects for Development of Wastelands • Sharing with states • Pilot implementation • Concurrent appraisal 	July August	MRD SRD MRD/SG	
				• BNRGSK with ICT	August	SG	
				• Roads and PMGSY	Ongoing	SG	
				<ul style="list-style-type: none"> • Convergence with literacy, health W and CD • Sharing with states • Pilot implementation • Concurrent appraisal 	July July August	MRD SRD MRD/SG	
		b) Insufficient innovation to	Support Innovation	• Develop Innovation guidelines	July	MRD	

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		meet local needs		<ul style="list-style-type: none"> Bhilwara Project to be developed into integrated sustainable livelihood model with State of Art Centre for innovation and Policy research 	June	MRD	
				<ul style="list-style-type: none"> Model to be concurrently studied for replication in each state as innovation and policy lab integr5al to programme implementation 	August	MRD	
XI.	Timely correctives and responsive policy frameworks		Monitoring Evaluation Review and Research	<ul style="list-style-type: none"> Strengthen Professional institutional Network (PIN) for independent studies at National level. Establish NIRD chapter in Jaipur Follow up on Research Methodology group NLM for external monitoring Eminent Citizens Establish National level Panel of institutional monitors Track media reports Use MER findings for 	August	MRD	
						MRD	
					Sept	MRD	
					Ongoing	MRD	
					Ongoing	MRD	
					August	MRD	
					Ongoing	MRD/SG	
					Ongoing	MRD/SG	

SNO	Objective	Constraint	Strategy	Key activities	Time Line	Responsible agencies	Outcome indicator
				training /corrective action			
				• PRCs	Quarterly	MRD	
				• State level /Distt level reviews	Ongoing	MRD/SG	
				• Central Council meetings and field visits	Quarterly	MRD	
			Act, Policy and Guidelines Review	• Finalize Working Groups Reports	June	MRD	
				• Scrutiny of State schemes/guidelines	July	MRD	
				• Scrutiny of Act to remove ambiguities, inconsistencies, new modifications	August	MRD	
				• Examine need for rules on provisions such as penalties,	August	MRD	
				• Revise Guidelines based on latest policy directives	October		
XII.	Enhance effectiveness of delivery systems	a) Lack of personnel	Augment Human resources And capabilities	<ul style="list-style-type: none"> Review and strengthen NREGA Cells/Offices/Division at National, State, District Block levels to identify personnel gaps and deploy dedicated key staff at GP, Block, District, State and National levels a) Engineers	June onwards	MRD/SG	

SNO	Objective	Constraint	Strategy	Key activities	Time Line	Responsible agencies	Outcome indicator
				b) IT c) Accountants d) Social audit e) Grievance redressal and vigilance f) Training			
		b) Legacy organizational behaviour New organisational structures not in place Obsolete processes	Innovate management models for enhanced effectiveness through structural re-organisation Process re engineering	<ul style="list-style-type: none"> Review of existing need based organization chart; Evolve new models (Mission, Technical Sectt, Regd society) Finalisation of model/s funding arrangements firmed up Sharing model with States for also adapting Scrutiny of the adequacy of present Staff to meet new organizational needs Recruitment of new staff Infrastructure support Training of personnel Set up Structure; Evolve performance criteria; and process Evaluation; 	June July August onwards	MRD/SG	
		c) Weak village level structures	Strengthen GP like a mini secretariat	<ul style="list-style-type: none"> Set up Expert Group with CAPART and MoPRI Consultation 	May-June	MRD	

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				<ul style="list-style-type: none"> Evolve Design Develop a Service Provider model for GPs for ICT, engineering needs, Planning and social mobilization Consultation with States Finalize model Implement in districts with more than 100 crore per year NREG budget 			
		d) Lack of skills	Strengthen knowledge and skill of key managers	Training of State/District/Block/Village level management systems *Gram Rozgar Sewak *Programme Officer *Engineers -Block -District *IT Personnel -Block -District *Accounts Personnel -Block -District *Training Coordinator *Social Audit/Grievance <ul style="list-style-type: none"> Preparation of Annual Training Calendar Review training 		MRD/SG	
					June		

SNO	Objective	Constraint	Strategy	Key activities	Time Line	Responsible agencies	Outcome indicator
				<ul style="list-style-type: none"> methodologies to make them field and practice based In situ hand holding through locally developed resource persons Introduce new strategies for organizational development and behavioural transformation 			
				<ul style="list-style-type: none"> Develop proto type materials in modular form for multiple users/uses Identification and Deployment of Resource Persons Organization of Training Workshops Link training with performance goals and outcomes 	July onwards	MRD/SG	
		e) Large scale, inadequate personnel	Strengthen ICT	<ul style="list-style-type: none"> ICT penetration Block saturation 	Ongoing	MRD/SG	
				<ul style="list-style-type: none"> Committee report on comprehensive interactive ICT design Engage consultant Document preparation 	May June June	MRD SG	

SNO	Objective	Constraint	Strategy	Key activities	Time Line	Responsible agencies	Outcome indicator
				<ul style="list-style-type: none"> Meeting with States Universal roll out of bio metrics enabled NREG process Real time transaction 	July Aug-20 th		
				<ul style="list-style-type: none"> GIS enabling Set up expert group Examine existing models Finalise model 	June	MRD	
				<ul style="list-style-type: none"> Share with states Start Pilots 	July August	SG	
XIII.	Ensure timely and adequate financial support	Poor quality planning Poor documentation and variable data Delay in communications	<ul style="list-style-type: none"> Improve Planning Quality LB MIS operational Online Submission of Proposals; 	<ul style="list-style-type: none"> Preparation of the Computer Software; Pre-testing of the Computer Software; Discussion with the States; Finalisation of the Software Training of the Personnel 	June June July	MRD MRD/SG	
			<ul style="list-style-type: none"> Creation of Core Accountancy System for cashless transfer of funds 	<ul style="list-style-type: none"> Creation of a Core Group at the Ministry Level; Creation of subject based sub-groups; Drawing up a time schedule; Preparation of Questionnaire; Circulation of Questionnaire; 	July	MRD	

SNO	Objective	Constraint	Strategy	Key activities	Time Line	Responsible agencies	Outcome indicator
				<ul style="list-style-type: none"> - Receiving feedback; -meeting the CAG; -meeting the Secretary Expenditure; -Meeting the Governor 	Aug		
			<ul style="list-style-type: none"> • Reorganisation of the Ministry to function on changed axis 	<ul style="list-style-type: none"> - Examine structure at the centre; - Make changes in the structure of the division dealing with the subject; - provide computer training to the section dealing; - conduct review; - evolve a system of regular review; 	July August onwards	MRD	
XIV.	Motivate excellence	Short tenures Over burdened and over tasked Disttt administration Imperfect work conditions and challenging environment	Incentivisation through recognition of services	<ul style="list-style-type: none"> • Awards of excellence • Review parameters and modify • Expand scope to include PRIs • Use innovation guidelines for incentivising productive sustainable livelihood, durable asset development and human development 	June	MRD	Rewarding meritorious performance and setting exemplar models for others and so improve performance quality
			<ul style="list-style-type: none"> • Review format for Feb 2nd • 	June			
			<ul style="list-style-type: none"> • Evolve Ranking systems for 	August onwards			

SNO	Objective	Constraint	Strategy	Key activities	Time Line	Responsible agencies	Outcome indicator
				districts/states			
				<ul style="list-style-type: none"> • Identification of nominees for the Awards 	June onwards	SG	
				<ul style="list-style-type: none"> • Verification of the claims of nominees 			
				<ul style="list-style-type: none"> • Finalization of nominees 			
				<ul style="list-style-type: none"> • Submission of list of nominees to the Central Government 			
				<ul style="list-style-type: none"> • Examine cases for awards 			
XV.	Create knowledge base for self improvement	<ul style="list-style-type: none"> • Short tenures • No learning time • Multiple demands on time • Lack of peer support 	<ul style="list-style-type: none"> • Documentation,Dissemination of Best Practices • Peer learning 	<ul style="list-style-type: none"> • Selection of the Best Practices • /PIN/State Reports/Excellence Awards 	June onwards	MRD/SG	
				<ul style="list-style-type: none"> • Documentation of Best Practices • -selection of agencies; • -documentation of best practices; publications/ films • Dissemination through Knowledge Network/ Quarterly workshops/Peer learning 	Ongoing		
					Regional peer learning /sharing workshops		