

Workshop Report

On

Alternate Implementation Model for Efficient Public Service Delivery

15th – 16th September 2009
Hotel Patliputra Ashok, Patna



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Background

Rural Development Department, Government of Bihar is pursuing a wide ranging economic and governance reforms to strengthen the service delivery mechanisms through developing alternate implementation models for two of its major poverty reduction initiatives NREGA and SGSY. To assist Government of Bihar in its endeavors, The World Bank is providing technical assistance to build the capacity of the government at various levels to strengthen the implementation of its policies and programs. In particular, one of the components focuses on supporting the efficient delivery of public services in some of the focus departments like Rural Development Department.

The Workshop “Alternative Implementation Model for Effective Public Service Delivery” especially for NREGA and SGSY was organized by BASIX along with Development Alternatives, New Delhi in collaboration with Rural Development Department, Government of Bihar and The World Bank. The workshop was organized with the following objectives:

- (i) Present the findings of the scoping study undertaken by Indian Grameen Services (IGS), BASIX and Development Alternatives
- (ii) Learn and understand models that that are based on alternate structures for implementation of government schemes
- (iii) Assess and develop indicative strategies to scale up and institutionalize successful Alternative Implementation Models (AIM) specifically for NREGA and SGSY

A Collective Reflection on Reforms

Poverty Situation in Bihar

The state of Bihar comes under the mid Gangetic plains which is characterized by extreme level of poverty that co-exist with a natural resource base that is rich in terms of both soil fertility as well as irrigation potential. North Bihar is undoubtedly the most backward region, as reflected through its lowest urbanization level (6.7 percent), the lowest literacy rate (42.1 percent) and the highest decadal growth rate of population (29.3 percent). The plains of North Bihar suffer most from technological weaknesses as well as structural limitations and consequently, the rural poverty ratio is highest at 58.7 percent.

The most striking feature of Bihar is the acute population pressure on its land. In contrast to a national density of population at only 324 persons per sq. km., it is as high as 803 persons per sq. km in Bihar. This is more so, in North Bihar plains, where the density of population is the highest (926 persons per sq. km.) and, quite expectedly, the poverty ratio is also the highest.

In terms of rural population while a hectare of land is required to support only one rural family for the whole of the country, in Bihar, it has to support two rural families and in some parts, it is even three rural families. With its urbanization level at barely 11.0 percent, the region does not enjoy the support of even a modest secondary/tertiary sector, which could lessen the demographic pressure on its land resources even marginally.

A large part of the agricultural land here is cultivated not by its owners, but by sharecroppers. Further, a very large number of agricultural holdings here is so small that their owners are unable to cultivate it using modern agricultural inputs. Nearly 70 percent of the rural households are either landless or own less than one acre of land.

In addition to demographic pressure and inequitable land distribution, the rural economy of Bihar also suffers from another disadvantage, because of the high flood proneness of the area. Nearly two-thirds of the area is flood prone, causing frequent damages to property and, more importantly, deterring agricultural investments. The technological base of agriculture is therefore, much weaker than its potential in terms of both irrigation facilities and the use of such modern inputs like HYV seeds or fertilizers.

In 1993-94, the national rural poverty ratio had stood at 36.7 percent, with the ratio standing at 56.5 percent in Bihar. In 2000-01, this difference has actually widened; the national rural poverty ratio stands at only 20.6 percent, but Bihar they are at 44.3 percent. The policy of economic liberalization that now guides the Indian economy can actually make this difference even wider, unless specific strategies are adopted to meet the challenge.

In reality the situation in rural Bihar is characterized by poor service delivery, caste ridden political and social fabric, elite capture of institutions, limited economic opportunities, and poor development infrastructure. These factors along with the lowest per capita development expenditure in Bihar have prevented improvement in its 32nd rank

amongst all India states, and the HDI (0.367) and the GEI scores.

Poverty is heavily concentrated amongst the landless or near landless agricultural households, with these two vulnerable groups constituting 70 percent of the households in Bihar. It is estimated that nearly 2.3 million poor are exposed to huge amount of high cost debt for food, health and education, accounting for 25-30 percent of consumption expenses, further impoverishing them. Disparities are also evident along gender and caste lines. Absence of sensitive support and facilitation structure has led to low levels of social capital among the poor and consequently hindered formation of good quality organizations of the poor and hence delivery of services to the real beneficiaries. The Rural Development department is also trying its best to set up systems for efficient delivery of its schemes but with only few good examples to quote on the ground. So as to make public service delivery efficient and effective, World Bank in partnership with IGS-BASIX and DA has undertaken a scoping study to understand the ground realities and practical administrative difficulties being faced by the RDD and suggest an Alternate Implementation model of its flagship programmes namely NREGA and SGSY.

Program Design

The Program was designed for two days wherein the first day was designed as to learn from various case studies and approaches adopted by different states and private sector agencies. The second day focused on group deliberations for indicative design of AIM.



Towards AIM – Session Proceedings of Day 1

The workshop started with a welcome note by Mr. Mihir Sahana, IGS followed by a brief introduction of all the participants (details of participants enclosed in Annexure-1).



The workshop was formally flagged off with an inaugural address by Mr. Anup Mukherjee, Chief Secretary, Government of Bihar. Mr. Mukherjee in his inaugural address highlighted the relevance and potential role of AIM given the developmental challenges faced by the state and the added complexity of its socio-cultural milieu.



Mr. Vijay Prakash, Principal Secretary Rural Development Department (RDD) in his key note address spelt out the major challenges and opportunities before the Rural Development Department in implementing NREGS and SGSY/ NRLM.



- How to provide jobs to 11.4 million registered job card holders?
- How to utilize the 69,000 hectares of water bodies and wet lands of the state for effective livelihood promotion?
- Challenges in planning: the need to combine technical expertise, local specific and community centered planning process and labour training, to enumerate the number and type of projects undertaken. Therefore the output of the serious deliberation would be an action plan

- Weak base of NGOs has hindered the state Government to percolate in rural areas
- Issues of preparing a toolkit of work estimates for NREGS for quick estimations and approvals, in deviation from the generic contractor centered estimates
- Need for a state level training institutions for designing and conducting trainings and similar structures in district and block level
- Collaboration in delivery of public services and programs
- Need to have a separate Society to implement the NREGS and NRLM in the state with parallel structure at district and block level

The challenges shared by both Chief Secretary and Principal Secretary, RDD set the stage by eliciting the States' positive intentions towards effective public service delivery and its strategies in addressing the issues.

The openness of the State Government towards suggestions and collaborations for strategic planning and change patterns was encouraging.



The keynote session was followed by a presentation of the concept of AIM in general and its potential relevance to

Bihar by Ms. Gayathri Kaliya, Advisor, Public Policy, World Bank. The presentation gave an overview of the context, challenges and operational principles that guide the design and implementation of AIM.

Experiences of Interventions undertaken by Civil Society Organizations:

This session on learning's from interventions done by various civil society organizations was moderated by Dr. Sanjiv Phansalkar, Sir Dorabji Tata Trust, Mumbai.



Mr. Rahul and Mr. Ravindran from Foundation for Ecological Security (FES) shared their experience of NREGS implementation in Rajasthan. The implementation strategy focused upon creating a pool of local level resources by acknowledging and upgrading the indigenous knowledge base, involving the local talent and youth in the process by instigating volunteerism in one hand and creating local level service providers on the other. The technological intervention in designing perspective plan by using GIS helped in preparing realistic plans.



Mr. Shishir Ranjan, Regional Manager, MSK, presented the experience of implementing MREG in Jalna district of Maharashtra by ITC) Limited. ITC have adopted a tripartite arrangement where Zila Parishad Jalna, ITC RDT and WOTR have signed a MoU to implement NREGA/MREGS on watershed basis in 50 Gram Panchayats in 2 Talukas of Jalna. The partnership aims to evolve a model for undertaking NREGS work that generates employment adopting integrated watershed development approach for natural resource management and drought proofing. As per the agreement the State government provided the financial support for physical activities and ITC provided financial support to WOTR to undertake capacity building activities for the communities, and will also support overheads and administration cost of WOTR.



Mr. Rajesh Mit from Professional Assistance for Development Action (PRADAN) explained the experience on implementing integrated natural resource management through NREGS in

collaboration with PRIs in Bankura, West Bengal. The approach stressed upon building and strengthening people's institutions, awareness generation on rights and entitlements encompassing effective service delivery. The approach has also emphasized upon organizing the demand side to voice their issues.

Mr. Shivshankar, from MYRADA presented their role in strengthening primary level institutions for greater financial inclusion and effective public service delivery.



Prof. Ramesh Sharan from Jharkhand deliberated upon their experience on advocacy approach to act as a watch dog for the administration and their efforts to evolve mechanisms for conducting social audit for greater transparency and raise issue of demand side.

Reasons for Success

- Clarity in demarcation of roles and responsibilities of the stake holders
- Build capacities of Gram Panchayat so that they can effectively and efficiently plan and execute the work without undermining quality. Such provisions in the Act call for the involvement of NGOs
- Facilitation by the NGO during preparation of perspective plan and eliciting greater people's participation are key to success

- Awareness of villagers on entitlements and scope
- Full fledged teams deployed for effective service delivery
- Deployment of Project Management Committees with representatives from all the signatories for monitoring and evaluation were made
- Large scale capacity building to Supervisors, pay masters, SAEs/junior engineers/ *Nirmaan Sahayaks* on design, estimates, give lay-out, measurement and muster roll preparation
- Simplified processes, building prototype and introduction of technology as that of GIS helped preparing realistic perspective plan
- Orientation to villagers, Gram Panchayat, Rojgar Sewaks, Gram Sewaks, officials through trainings, exposures, awareness programs to reduce bottlenecks and strengthening planning process – annual shelf of work planned as per demand. A plan owned by them and monitored by them.
- Effective nurturing and grooming of the SHG is required for productive institution building processes
- Inclusion of trained rural volunteers and para workers
- Establish resource centers at block, district and state level
- Establish collaboration and synergy between Panchayat and village institutions with Government line departments
- Financial Provisions under NREGS is not conducive for NGOs involvement (2-3 percent of the fund) and hence collaborations with agencies like ITC, Ford Foundation were made to undertake capacity building activities for the communities, also to support overheads and administration cost
- Mechanism to bring in transparency in systems and governance and social audit
- Procurement mechanism for sustainable agencies with a fabric of partnership was built in to design the Terms of Reference (ToR) for sustainable collaboration. Criteria for selection of such agencies depend on the credibility of the agencies, presence on ground, technical and program competencies and financial audit. The process for selection was independent agencies based on personal and ground review with non negotiable conditions and full filling the set criteria.

AIM Scoping Study

The post lunch session was scheduled to present the key learning from a scoping study being undertaken by Indian Grameen Services, BASIX and Development Alternatives on implementation of NREGA and SGSY by the Rural Development Department in sample blocks of Bihar.

The objectives of the scoping study were,

- to understand the current status of implementation of NREGA and SGSY in the state
- to identify key operational aspects of relevance for design and demonstration of AIM for further design and development of enabling organizational and institutional structures for implementation of AIM on a wide scale.

The main tasks undertaken in this study included household profiling, assessment of latent demand, potential for SHG formation, resource mapping, value

chain analysis, assessing obstacles to citizen awareness and participation, livelihood and income assessment, assessment of the existing administrative processes, and constraints in accessing the entitled payments under NREGA, banking services, and other financial facilities under SGSY.

Key Findings on NREGS by BASIX

Mr. Mihir Sahana, Mr. Sanjay, Mr. Shailendra, Mr. Niraj and Ms. Sanjukta from IGS, BASIX deliberated upon their observations and findings from the scoping study been undertaken in two districts namely Gaya and Purnea.

- demand side issues ... *situation pertaining to awareness, participation, demand for work*
- supply side issues ... *strengths and weaknesses of the existing systems and processes*



On the demand side

- Job seekers are not aware about number of days of employment, procedures of demanding work and unemployment allowance
- Members of local Government lack knowledge about micro planning, social audit, vigilance committees
- Demands are met as per official source, no active and equal participation of wage seekers

On the supply side

- Absence of mandate district perspective plan
- Absence of convergence at all levels
- Fund flow was found to be allocation based and not demand based. Funds do not reach Panchyat at appropriate time
- No effective social audit, transparency and grievance redressal mechanism in place
- Staff over burdened
- Staff not equipped to address diverse issues
- No provision of mate in the estimate by Junior Engineer.
- Inadequately training at all levels

Key Findings on SGSY

- Target based approach without adherence to group formation process
- Groups were formed through enticement of possible loans and subsidy
- Infrequent grading conducted were mostly driven by targets and not in presence of the SHG members
- Low capacity of both SHG and Government official in identification
- Absence of adequate resource and skill mapping of groups
- SGSY lending was done on an *ad hoc* basis based on the target pressure at the end of the financial year

Key Findings by Development Alternatives

Mr. Raghewash Ranjan from Development Alternatives presented the key findings of the scoping study conducted with an objective to generate understanding on overall implementation status of NREGS, with a focus on



On demand side

- Women's participation in NREGS is lower than in agricultural works
- Scheduling of works do not take into account local migratory patterns and availability of labour
- Demand side is largely unorganized and 'voiceless'
- Critical positions vacant (e.g. Panchayat Rojgar Sewak and PTA),
- Staff inadequately trained-one-off training with no handholding support
- Staff not equipped to manage diverse portfolio of works
- Absence of performance benchmarks and appraisal systems
- Inadequate inter-institutional synergies (Banks, Project Officers, NREGS implementation team)
- 62 percent of the migrants are without work during monsoons/rainy season. This is also the period when NREGS works are thin or not implemented
- Currently the NREGS works do not align with the livelihood situation
- Measurements of works do not happen on time. Deviation at Gram Panchayat level ranges from 18 to 75 days and that at Zila Parishad level ranges from 32 to 43 days
- Delay in payment of wages ranges from 3-52 days

On supply side

- Gram Sabha is poorly capacitated to develop perspective, integrated action plans and handle large funds
- The Gram Panchayat do not have adequate human resources to manage effective service delivery
- Absence of mandated district perspective plans constraints promotion of strategic intervention for livelihood strengthening and convergent action.

Learning from Public Service Organizations

Dr. Sandip Ghosh, CGM, NABARD Patna, Mr. Dilip Gupta, Project Director, RMoL, Mr. Harsha Vardhan from UNDP and representatives from the Line Department of Government of Bihar presented the alternative strategies adopted in effective public service delivery.



The Common issues that emerged are: need for simple procedural systems; training, monitoring and transparency; creation of assets; reduce cost of transaction; need for convergence.

Workable Solutions for the State of Bihar

- Building and disseminating knowledge on skill training and livelihood issues
- Experimenting alternative and innovative ideas and designing more effective livelihood promotion strategies

- Advocating policy reforms on livelihood issues
- Facilitating convergence and coordination among a range of stakeholders
- Building the capacities of existing livelihood promotion institutions and agencies to expand and improve accessibility of their services to disadvantaged groups
- Market led approach
- Partnership with reputed institutions
- Professional strengthening of implementing institutions
- Careful selections of activities and scaling up in cluster approach
- Decentralized web based monitoring

Session Proceedings – Day 2

The day started with a welcome note from Mr. Mihir, followed by a presentation on the scoping study findings of Development Alternatives (details stated above). The key agenda for day two was to brainstorm on possible alternate models and details of mechanisms that have to be considered if the said AIM is to be put in reality.



Dr Sankar Datta, Dean, The Livelihood School, BASIX facilitated the process of the sub group activity wherein the participants would ponder to come out with the Alternate Implementation Model (AIM) and suggest mechanisms

for effective public service delivery. Three sub groups of 10-15 participants from various disciplines and expertise were formed to brainstorm and come out with suggestions.

The possible implementation models deliberated by the sub-groups included-

- The zero option: of continuing with status-quo but with efforts to be more diligent, sensitize officers, train them, institute greater in process check
 - Work through Civil Society Institutions
 - Create a Government promoted Society
 - Work through PRI

The sub-groups were asked to address the following issues,

- What is the model being proposed? Who are the key players: What are the terms of engagement? Role? Accountability mechanism?
- How is the centrality of the household going to be maintained especially inclusion of excluded?
- How is the convergence between multiple departments/programs proposed to be done?
- What are the administrative requirements (selection, capacity building, contract terms, monitoring)
- What are the limitations of this model?

Day two post lunch session was presentation by the sub groups on each of the AIM models as discussed above. A jury was also selected to evaluate on each of the models and give their suggestions. The details of which are as follows:

Sub-Group 1- AIM on working through Civil Society Institutions:

A group of 15 participants brainstormed under the chairmanship of Dr. Sanjiv Phansalkar and recommended the following role of the civil society organizations. They recommended that the Civil society organizations has to play an important role at all levels but it may not be possible for civil society to be in full fledged implementation .



STATE APEX COMMITTEE		
Composition	Role	Deliverables
PS, RDD, Leading CSOs, BIPARD and BRLPS	Frame procurement criteria and deploy State and district level nodal agencies	Monitor progress and funding authority
STATE NODAL AGENCY		
National level CSO with proven track records, experience in scale in Bihar context, technical know how and high credibility	Collaborate with line department to design prototypes; collaborate with training institutes to design and disseminate capacity building modules; design performance benchmarks and appraisal systems; act as State Resource Centre	Design road map; design SOP and Operation Manual; simplify record keeping processes; design user friendly MIS; design region wise workable prototypes; design capacity building modules at various levels; design Social Audit mechanisms
DISTRICT/ COMMISSIONARY LEVEL AGENCIES		
National level CSO; proven track record; experience and credibility in Bihar context and technical know how	Collaborate with DRDA and line departments to prepare perspective plans; capacity building of DRDA, bank officials, implementing staff and PRIs; act as a District Resource Centre; accompaniment support to PRIs	District livelihood profiling and planning; handholding support for record maintenance; conduct Social Audit; ensure timely payment of wages; awareness generation on rights and entitlements to the demand side; organize the job card holders

Sub-Group 2- AIM on working through PRI

“Devolution of power” is the keyword to the PRI model for effective public service delivery wherein building capabilities of the key actors is crucial. The suggested model emphasizes upon

large scale capacity building at the local administration levels of Gram Panchayats and PRI functionaries for effective execution of NREG activities.

The model suggests Capacity building to following key actors

Key Players	Need to build capabilities in
Gram Panchayat	Activating the sub-committees especially NREGS, becoming the authority to sanction
Gram Sabha	Ensure participation of the poor and marginal sections and pass the perspective plan
Ward members/ Panchayat members	To do planning at the household level and feed into the Gram Sabha
Mukhiya	To promote transparency and participation
Panchayat Rojgar Sevak	Should be 1 for 1,000 HH. To have a good grip on all aspects of NREGS, plans, measurement, payments
Sub-committees	To ensure the concerns of the excluded by including vulnerable groups in the membership
Block Samiti	Ensure devolution of powers from the block level line department officials, modify their role in order to be resource persons
Standing committees	Enable convergence among the action plans
PO-NREGS	Enable convergence among the various line departments
Zilla Parishad	Devolution of powers
Standing committees	Simplifying reporting, action as conduit between Gram Panchayat and Zilla Parishad and State offices

The model also proposes to strengthen the technical staff with 2 Junior Engineer in each Gram Panchayat, 1 Assistant Engineer at block level and a mate at every worksite.

The model recommends setting up of District Level Resource Centre to

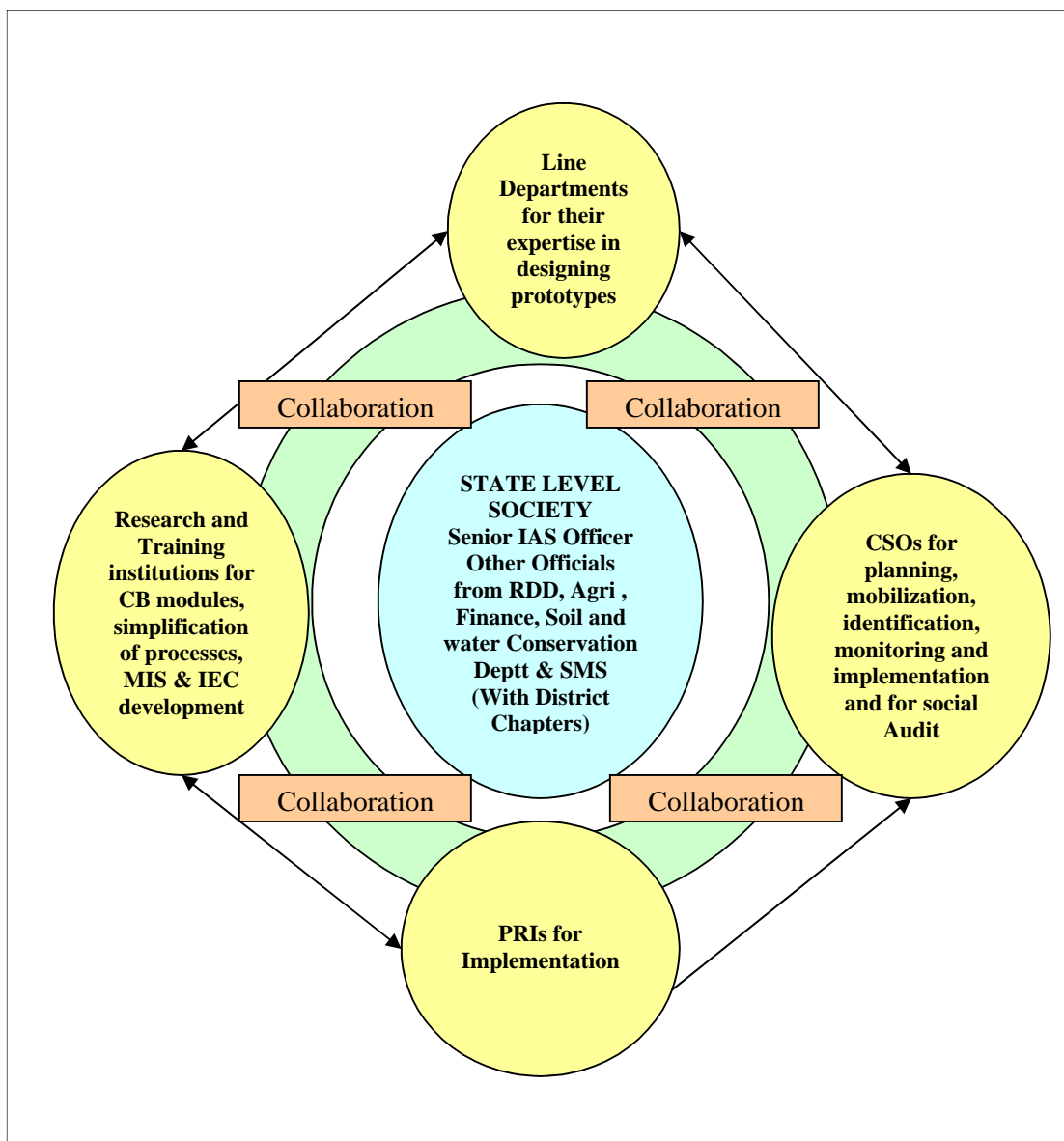
- Digitize the village level data
- Facilitation of local level plans and customize prototypes
- Train local resource person to feed in data
- Training of PRI and NREGS functionaries

The group came up with a suggestion that the District Level Resource Centre would be run by capacity building agencies/NGOs. Payment would be done based on the number of local level plans approved.

Sub-Group 3- AIM on creation of a Government promoted Society

The third group deliberated on creating a State runed separate Society to implement NREG. The Society comprising of senior level IAS officers and other officials from RDD, Agriculture Department, Panchayati Raj Department, Finance, and Soil & Water Conservation Department would form the Core Team to execute NREG and NLRM. The Society would extend its District Chapters with the District

Officials forming the core team at District Level.



The group suggested that the society would collaborate with the Civil Society Organizations selected through a process of competitive bidding based upon their local presence, credibility and technical expertise for social mobilization, planning and identification. CSOs would also be involved in monitoring, implementation and social audit.

The CSOs in partnership with the line departments and the PRIs would design livelihood prototypes for asset creation and facilitate PRIs to develop perspective plans

The Line Departments at State and District levels would be assigned to develop prototypes and simply service delivery mechanisms. The monitoring and reviewing mechanisms need to be inbuilt and be a part of key deliverable of the Line Departments.

The Research and Training Institutes would be collaborated for orientating the officials at all levels. The Institutions would also develop training modules for service delivery staff and develop simplified processes of effective and prompt service delivery. The training institutes would be engaged in building capacities of the local CSOs for strengthening PRIs, preparing perspective plans, livelihood orientation, financial management and developing business plans.

Thus the State run society would partner with a gamut service providing agencies and facilitate and nurture inter-agency relationship for effective service delivery. The implementing agency would be the PRIs whose capacities for effectively and fruitfully exercising the powers assigned to them as the government. The approach emphasizes to strengthen local administrative bodies for effective governance.

Comments of the Jury on AIM

The Jury: Mr. Vijay Prakash, Principal Secretary, Rural Development Department, Government of Bihar; Ms. Gayatri Kalia, Advisor, The World Bank; Ms. Kiran, Development Alternatives; Mr. Arijit Dutta, CEO, IGS, BASIX; Mr Somnath Banerjee, Aga Khan Foundation.



The Jury appreciated the efforts made by the participants in designing the Alternate Implementation Model and stated that each has depicted a trend and further detailing on each is the work ahead of all the development thinkers. The Models however failed to detail on the financial management aspects and further brainstorming on fund flow is required. The Jury was of the view that the State run Society Model was most relevant model in Bihar's current context. The Jury however felt that there was a significant role to be played by the Community, NGOs, CSOs, PRIs and the State as a unified unit to complement and supplement the strengths and weaknesses of each of the institutions and collaborate effectively for better public service delivery. The State run Society would act as an Apex body to facilitate the process and gradually nurture and strengthen the PRIs to exercise their power and authority as provided in the Constitution.

Critical look

The deliberations and presentations in the workshop gave multiple insights, from possibilities of designing a basket of projects worth Rs.180 thousand million to ensure 100 days job to all 11.4million job card holders in Bihar, extending 100 percent irrigation facility by improving the water bodies, undertake flood protection measures, execution of land development activities, renovation of the *ahar* and *pyne* network in South Bihar and improving connectivity.

Simplification of processes and use of technology for effective and prompt delivery, involvement of the line Government Department experts in designing land development prototypes and village level perspective planning, capacitating the stakeholders of the program at every level, awareness generation on rights and entitlements, strengthening the PRIs and designing effective performance appraisal mechanisms were several commonalities and trends proposed for effective service delivery.

In the context of the poverty situation in Bihar and its peculiar geo-hydrological placement demands for an alternative thinking and approach in the two major poverty alleviation programs namely NREGS and SGSY to bring about sustained change in the lives of the poor.

The workshop sought to reflect critically and collectively on the efforts made so far and develop an understanding of the successes and many constraints still being faced by organizations in this task by examining the various elements of:

- Institutional structural arrangements and their relative merits and weaknesses
- HR structures and financing / funding mechanisms
- Monitoring and evaluation framework
- Centrality of the household
- Cost in an intervention and the nature of benefits that arise from such an intervention.

The purpose of the workshop was to share experiences and lessons from successful examples of implementing such collaborative partnerships in the delivery of public goods

and services in the development sector building from public, private and non-government sectors.

AIM as conceptualized, is a creative and dynamic process of public sector restructuring that improves the delivery of services to clients by sharing governance functions with individuals, community groups outside of traditional government entities. It entices to reflect upon several critical questions, for instance,

- (i) What are the possible areas of collaboration in delivery of public services and programs
- (ii) What could be the structures of such collaboration and their relative merits and weaknesses
- (iii) What would be the inter se roles and responsibilities of the various stakeholders
- (iv) What would be the key performance expectation and how would they be measured
- (v) What would be the process and structural innovations that are part of such partnerships specifically in terms of power sharing with government agencies, HR structures and financing / funding mechanism
- (vi) What would be the internal program management and delivery mechanism put in place by the organization to implement the partnership
- (vii) What functions need to be internally centralized and what functions are to be decentralized internally for the partnership.
- (viii) What would be the M&E framework
- (ix) What could be the conflict areas , why and how resolved
- (x) What are the requirements for scaling-up?
- (xi) What should be the evaluation criteria for choosing alternate implementation organizations

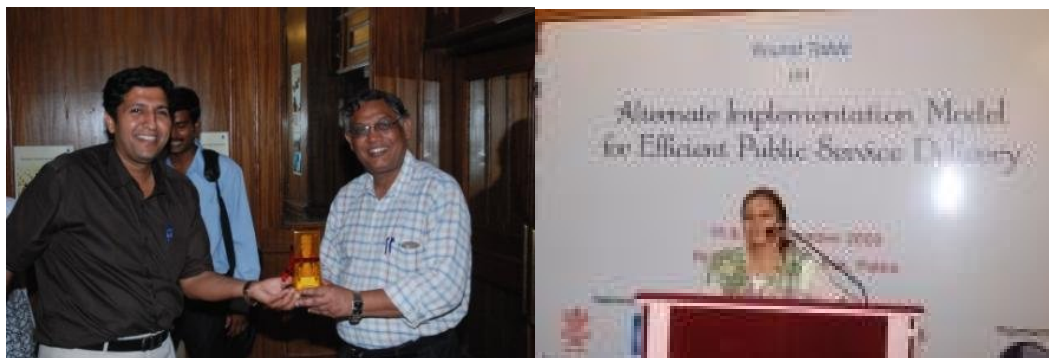
There was a sharing of information about actual experience of the organizations on some of the above questions. With participants from varied backgrounds and different sectors, the discussions during the workshop brought about diverse information and the impinging dynamics. This report seeks to synthesize the collective learning and inquiry that took place at the workshop.

Challenges Ahead

The workshop brought forth several challenges which need to be further acted upon for Effective Public Service Delivery for poverty reduction.

- The scoping study revealed that the shelf of activities designed under NREG requires to be aligned with the livelihood profile of the area.
- 62 percent of the migrants are without work during monsoons/rainy season. This is also the period when NREGS works are thin or not implemented. Designing of the shelf of work under NREGS during monsoons is an issue which demands attention.
- Provision of land development works in individual land of small and marginal farmers under NREGS is an opportunity and land development prototypes need to be designed using the expertise of the Government line Departments

- A large area of land under *Diara* which is totally cut off during monsoons and flood need attention and intervention in this area is again a challenge
- The unique geo-hydrological position of Bihar which experiences severe drought and flood conditions simultaneously demands for strategic ecological interventions for prevention
- Convergence with various other development schemes needs to be fostered for impacting livelihoods
- Primary and secondary level institutions need to be strengthen for maintenance and operation of the asset created
- Capacity building and simplification of processes is required at every level of service delivery
- Provision of 100days work to already registered labor force of 11.4 million is a challenge to be met
- Try out different models suggested in various clusters and see which is working with learning from the scoping study and the workshop



With this the workshop came to an end with vote of thanks to all the participants, collaborators and Government representations, World Bank and SDTT attending the workshop.

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