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**Teaching Notes**

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## **SAMAGRA Portal-An initiative to implement Integrated Social Security Program by creating a common integrated program to facilitate paradigm shift from conventional demand-based model of governance**

### **1. OVERVIEW**

SAMAGRA Portal is the social security initiative of Government of Madhya Pradesh to make easy and simple access of government schemes for citizens. It is an inter-departmental and government wide exercise, which is a partnership of all departments. This was introduced by Government with an objective of moving from conventional demand based model of governance to an all-inclusive, holistic, proactive and entitlement based model.

Madhya Pradesh, the 2nd largest state with the highest tribal population, had over 200 beneficiary oriented schemes with an estimated budget of around 5000 Crores running for the welfare of the masses which included all sections of the society. It was observed that different departments ran similar types of schemes and people from weaker sections had difficulty in understanding process, rules and entitlements and did not get the intended benefits. Departments worked in silos and there was no transparency and clear accountability.

SAMAGRA is an ambitious initiative launched to address these issues and shortcomings. It aimed at simplification and automation of delivery process for smooth implementation of over 200 schemes of sectors like Education, Social Security and Health. This helped in creating a common integrated digital platform for e-governance, proactive governance and door step delivery of benefits to eligible residents/families. It brought transparency and visibility in the system and Government has complete information on population database which helps nodal departments sanction benefits to residents/families post one time verification of the information provided by them. It has thus reduced the bottlenecks in the delivery process and has increased the efficiency and collaboration of different Government departments.

### **2. TEACHING OBJECTIVES**

#### **➤ Learning Objective**

- As-Is situation analysis and identification of pain points in the existing delivery process.
- Importance of innovation and technology to bring transparency and proper accountability.

- Advantages of entitlement based model of Governance over conventional demand based model.

➤ **Challenges/Issues faced**

Challenges in the existing Process

- Multiple departments were offering the schemes of similar nature that had overlapping eligibility criteria.
- Decentralized mode of implementation leading complexity in the delivery process.
- Lack of coordination between departments leading to ineffective monitoring, poor control and inadequate evaluation of schemes and beneficiaries.
- Multiple service delivery points for schemes of similar nature which made beneficiaries run from department to department leading to delay, duplication and harassment.
- Lack of transparency and accountability in the system making the delivery process a timely and cumbersome process.

Challenges/Constraints in the Implementation of SAMAGRA

- Reluctance of the departments on account of the following:
  - For the simplification of their schemes
  - Running their schemes on a common platform
  - Allowing convergence of similar natured schemes
  - Handover of schemes and budget to nodal department for facilitating single office for sanctioning of benefits of schemes of similar nature
- Creation of integrated family and resident database for the common reference point.
- Budget management from sanctioning to disbursement.

➤ **Ways to Improve the situation**

- Transformation of model of governance from demand based and reactive approach to proactive and entitlement based approach of implementing welfare schemes.
- Development of Samagra Portal through BPR and convergence for enabling maximum governance.
- Rationalization and convergence of schemes to address the issues.
- Simplification and automation of delivery process through Samagra.
- System driven identification and verification of the beneficiary.

### **3. SUGGESTED QUESTIONS AND ANALYSIS**

**a. What are the data points that must be taken into consideration for the launch of initiatives like SAMAGRA Portal?**

- Population demographics of the State and its growth rate to estimate the usage of the services
- Family/Resident database, BPL List, Labor Register, PWDs list
- Schemes being run and the list of beneficiaries
- Expectation of citizens to understand what all facilities they would want from their convenience point of view

**b. What role did BPR play in SAMAGRA Portal in changing the governance model from demand based to entitlement based? Explain with reference to Education Department.**

Business Process Reengineering (BPR) helped in creation of Nodal department for the implementation of schemes of similar nature. Sanctioning authority and Budget was also transferred from parent departments to nodal department. The table illustrates some of the changes in Process:

<b>Process</b>	<b>Before BPR</b>	<b>After BPR</b>
Information about Schemes	No way to know	Online System to know eligibility and entitlement
Application Form	Separate form for each scheme	Single Form for all the schemes
Printing & Distribution of Forms for schemes	Printed in bulk and distributed in Schools	Online availability of Forms
Dependency on availability of application form	Hard copy essential for applying for the schemes	No dependency, can be applied online
Application Form Submission	Individual forms need to be submitted	Submit only one for all the schemes
Sanctioning Process	Had to be sanctioned by individual officers of different departments at different points of time	Processed and sanctioned by a single office
Sanctioning Authorities	District/State offices and staff of 9 departments	Only School Education Department
Scheme identification for which student is eligible	Manually by parent or teacher	System driven
Budget Calculation	Manually calculation by sanctioning authority	System calculates as per the student profile
Mode of disbursement	Cash, cheque, transfer	DBT/e-transfer
Application Tracking	Manual	Portal and App based tracking
Alerts/Updates	Not used	Pool SMS System

**c. How SAMAGRA has helped in increasing efficiency and effectiveness in the system?**

SAMAGRA Portal initiative has helped in the creation of integrated database of resident/families which has further revolutionized the service approach towards the public welfare schemes. Some of the improvements under this initiative are:

- Creation of comprehensive application platform to streamline and automate complex and manual backend processes.
- Creation of database of families and residents for better service delivery.
- Integration of application/database with various offices/departments to remove duplicity of work.

Some of the visible improvements as observed are:

- Increase in the volume of transactions, over 1 lakh per day
- Reduction in the process transaction time to 6-10 seconds
- Accuracy of output has increased to 100%
- No delay in service delivery has been observed under this system

#### **d. What are the key risks in managing projects like “SAMAGRA Portal”?**

“SAMAGRA Portal” has all the elements of a large e-Governance project which is vulnerable to failure if not managed properly. Management of such project needs to address multiple risks across different project activities. Some of the risks may include:

1. Lack of interest and follow up from the top level - i.e. poor response to change management.
2. Lack of prior risk analysis to minimize obstacles in project management.
3. Inability to get all concerned departments together to work as a team - one agency is required to take charge of the project.
4. Concentrating too much on technology and little on organizational and people issues.
5. Capacity building not adequate to cope with the increasing usage and new services.
6. Lack of sustainable financial model.

Participants should discuss in more details the various other risks involved and their mitigation strategies.

## **4. CLASSROOM MANAGEMENT**

### **➤ Group Discussion**

Divide the participants in groups of 4 -5 and discuss the case on following aspects. Each group should take one aspect:

1. Discuss Change management and Communication as some of the key factors to project success.
2. Challenges, issues and risks if the project is to be rolled across other states.
3. What is next for the project? Please have an open brainstorming session regarding how this project can be evolved and replicated in other states.

Each group should present their findings in a short 5 minutes presentation afterwards.

### **➤ Group Activity (30 -40 minutes)**

Make two groups of participants. One group to act as Citizens and other to act as Government.

**Citizen:** The task of the citizens' group is to come up with novel and different (but realistic) service requirements that they want from a project like SAMAGRA Portal. They should consider all the problems they face or they can face in future and build up a suggestion around them. They should also build a justifiable timeframe against each service they want to build in the system.

**Government:** The task of the Government group is to see how they can provide such services within shortest possible time. They should hold discussion with citizens to devise roadmap and implementation plan.

The objective of this exercise is to highlight expectations of citizens and the readiness of Government in meeting them. It is a role play type of exercise which offers plenty of flexibility in the way SAMAGRA Portal services can be further augmented.

➤ **Summary- Key lessons learnt (10 minutes)**

Each participant shall write down a summary in no more than 500 words highlighting key learnings from the case.