CHAPTER EIGHT
SWOT ANALYSIS

MGNREGA with its rights-based framework and focus on creation of ‘durable assets’, and propelled by practical disclosures rules of right to information, has the potential to deal with the challenges of rural unemployment, food security and stimulate the village economy in India. But after personal research and experience, it becomes important to highlight not only success and failure of this scheme; but also its future diagnosis. SWOT analysis provides a structure for analyzing strengths, weaknesses and the opportunities and threats in a work. Ideally it is one step in a process which helps to –

1. Realize the strengths of circumstances, and one may then decide to put up on these;
2. Identify the weaknesses, which we select to minimize;
3. Formulate most of the opportunities that present themselves, and
4. To know the probable threats and treat them in a designed and controlled way.

The Mahatma Gandhi National Rural Employment Guarantee Scheme has given a legal device in the hands of the poor which is based on the demand of the worker. The requirement to act in response to demand is a legal urge. MNREGA has a universal contact in all the areas where this act applies. India is the first country to put forward a legal guarantee like this on such a unique extent and it hopes to empower the poor to fight against with chronic problems such as- poverty, unemployment and indebtedness. Guarantee of work at the fixed minimum wages at local place encourages the poor to reduce migration
to enjoy stable life. Along with that, the guarantee improves the working and living conditions of migrant workers in the place of migration, as the employers will now have to pay higher wages and provide better conditions of work to attract them.

It is expected that the guarantee component of work will also empower the women, who lack economic as well as political power, and make possible them to demand work as a right. It will also give confidence them to mobilize around this right, to get hold of joint power, to get a better deal in the local economy. It is worth nothing to say that almost in every block; the mandatory provision of crèche and shade facilities at worksites has been ignored so far. Studies have shown that though participation in MNREGA has brought major changes in the lives of rural women, but this benefit can be increased by providing more facilities.

Given the opportunities and challenges of the MNREGS, several important questions arise. First, how is the MNREGS coping up with the challenges? What are strengths to be highlighted in concern with generation of employment opportunities and what are the shortcomings that need to be overcome? What should be our strategies to effectively compete with the shortcomings? Given the fact that to solve India's unemployment and poverty problem, these questions are important. Based on the literature related to MNREGS and field survey, it is important to highlight success and failure of scheme as well as strength and future prospects through SWOT analysis. This chapter of the research is based on a survey of MNREGS workers and focuses on some of these issues.
The issues were asked to be rated by the respondents on the basis of 5 point likert scale. The highest rate five was to be given to the most favored statement and the lowest rate one was to be credited to the least chosen statement. The statistical tool used for the purpose of SWOT analysis was weighted mean. The weighted mean for every statement was calculated on the basis of rates given by respondents; and every statement was ranked according to weighted mean in order of preference. The matrix of SWOT has been given in the table 8.1 and ranks have been given to each of them according to the weighted mean score.

8.1 ANALYSIS OF STRENGTH IN MNREGS

So far as strength of MNREGS is concerned, all features of MNREGA are its strength. Following are the potency of this scheme:

(A) Work

- The programme gives work to poor and needy people and ensures them at least two times meal in a day.
- MNREGS is a programme which provides guarantee of work on demand which makes it special from any other poverty alleviation and employment generating programme.
- It is in the provision of this scheme that within 15 days of demand for work by a household, government is bound to give work otherwise he/she will be eligible for unemployment allowance. So, this boundation of time for giving work gives strength to this programme and acquired First position (4.8) as per mean value.
(B) Equity

- This scheme provides special benefits not only to women, as one third of beneficiaries must be women; but also, work has been categorized for handicapped persons accordingly. Such type of feature was not entertained earlier in any scheme; therefore second rank (4.3) has been attained in the list of strength.

- 33 per cent participation of women in this programme has become a helping tool in empowering women. Today, they are assured of 100 days of jobs. It means that no longer they have to panic the happening of seasonal unemployment and poverty.

(C) High Access of Marginalized Households to work

MNREGA has been a vehicle for marginalized sections of society has high percentage of participation under the Act. The participation rate of Scheduled Castes (SC) and Scheduled Tribes (ST) is very encouraging in the States with high SC and ST participation like Punjab, Tamil Nadu, Uttar Pradesh, Mizoram, Meghalaya and Arunachal Pradesh. Women participation is also higher than the mandated 33 per cent. This type of access has been accomplished for the first time and is assigned third rank (3.6) in list of strength.

(D) Strengthened and Planned Administrative System

- According to the Act, the summary of this programme should be published in local language, which is a step towards importance of communication given to make this programme successful.
Another issue which gives strengthening administrative system is to provide training to different stakeholders. The requirements of training are significant at all levels and also include functionaries, PRIs, and the local vigilance committees.

Success of a programme depends on easy flow of funds also. In this regard, a non-lapsable Central Employment Guarantee Fund has been set up to ensure accessibility of funds to go with demand. Districts prepare Labour Budget to project annual fund requirements based on review of labour demand and works planned to meet it. This strength has secured fourth rank (2.4) in the list.

![Figure 8.1](image.png)

**Figure 8.1**
**STRENGTH OF MNREGS**

(E) Panchayat Role as Stimulating Factor

MNREGA endows responsibility of monitoring the execution of works within the Gram Panchayat to Gram Sabha. Panchayat have been legally declared as the "principal authorities for planning and implementation" of the scheme made under the Act. Not only this, panchayat is the stimulating factor for
maximum involvement of rural people. People feel more comfortable dealing with local people rather than officials. Panchayat plays an important role as a bridge which connects rural people and policy makers and it has been given fifth rank (2.2).

(G) Easy Payment mechanism

Financial Inclusion policy like bank account opening for MNREGS households alleviate payment system, which can be helpful in creating saving habits, provides financial security and ease of money withdrawal. Sixth rank (2.0) has been assigned in the list of strength.

(H) Transparency and Accountability

- In job cards, every information regarding work and payment must be there. All information regarding work must be proactively placed in public domain. If any type of information is being demanded by anybody, then reply must be given as earliest and it should be free of cost. A grievance redressal mechanism is there and if any type of default is proved, provision for penalties is also there.

- One of the most important and different aspect is social audit which involves government authorities and civil society. Wage seekers irrespective of their socio-economic conditions can question the authorities on the delayed payments. Nominal Muster Roll is thoroughly examined by the gathered people in the gram sabhas, which is the base for the success of the MNREGS payments.

- To make sure, valid muster rolls are used, Programme Officer must issue
numbered muster rolls for each sanctioned work. In muster rolls, Job Card number, number of workers, days worked, quantum of work done, the amount paid must be mentioned. During measurement and wage payment, muster rolls are to be read out on the work-site to prevent fake records. In the Job cards of the workers, entries in the muster roll have to be equally recorded. In a 15 days cycle, updating of muster roll data at the block level computers are needed to be ensured. All muster rolls must be made presented for open inquiry on the MNREGA website. For this, a web-enabled MIS www.nrega.nic.in has been developed, that provides all information in the public domain. It shows transparency of this scheme. It is on the 7th rank (1.9) number as strength to MNREGS on the basis of weighted mean score.

8.2 ANALYSIS OF WEAKNESS OF MNREGS

On the basis of intense study of practical and theoretical aspects of MNREGS, following weaknesses are observed in this programme –

(A) Unawareness

- Majority of workers were unaware of their compensatory allowances. The job seekers of the district have scarcely any idea about the provision for unemployment allowance under the scheme. The awareness regarding minimum wages, unemployment allowance and other provisions was low. The reasons behind this that they are illiterate, semi-literate and marginalized group of the population opts what is told to them, instead of what the scheme is all about.
Although women workers were found in good percentage, but majority of were totally ignorant from this scheme. Most of them were in “Ghoonghat”. Even, they did not know their age, and few of them were below 18 yrs. As a result, it is being listed at number one (4.7) in the analysis of weakness on the basis weighted mean scores.

(B) Improper Implementation

Reports from the field point to incidents of denial of registration to single-woman headed household and physically challenged individuals. On a worksite, it was found that not only Sarpanch but ADC also refused to give work to an unable person, who was unable to walk.

In most of the panchayat, there are few families who have completed 100 days of work. People wanted to work for “100 days” but according to demand, they are not getting work. Due to higher wages in nearby cities, they worked under MNREGS only during unavailability of work in cities, and MNREGS is not providing them work according to their wish; so, they are not able to complete 100 days of work.

No consideration of type of soil was there. In some of the villages, soil was soft, but in others soil was very hard and no change in wages was there. Few of workers showed their hands with wounds and one of them said that we can bear this, but wages should be given according to the type of soil.

One of the main hurdles is the inattentiveness of the implementing agencies towards the basic facilities that must be provided as given in guidelines. There is barely any provision of other than drinking water facility such as first aid box, crèches and shelter for the workers. Due to this,
small children were found playing under the hot rays of sun during summers. As a result, it forces women with small kids to rethink about applying for work. Provision of crèche is applicable if there are at least five children at the worksite. But due to lack of information, some women leave children behind at home, so this becomes default for the administration not to provide childcare facilities.

- In cases of joint family, they were not termed as eligible for two job cards, which should be the case according to Guidelines. One of the main important issues is that of definition of a household. According to the Guidelines, it is specifically mentioned that the unit for issuing the job card will be a nuclear family. The definition of the household is of essential importance in view of the fact that the entitlement is for each household, and which matters a lot that by which way the household is defined. This was mainly a dilemma for single member household, migrant households, female headed households, separated households (where the female of the household even though legally married, opts to stay out) and households with elderly population. The condition of work to one person of the household has been interpreted that the male head of the household is applicable for work. This weakness stands at second (4.1) position through the weighted mean score analysis.

(C) Administrative Problem

- It is observed that despite the utilization of fund by Panchayat, they are not getting payment of their bills, because of the faulty utilization of the fund. It is compulsory to have payment of wages through accounts in banks; therefore those villages have problems which are located in interiors with banking
facilities at a distance of 8-10 kms. This not only caused hindrance in the payment of wages, but also de-motivated the households and dejected the government officials to provide jobs under MNREGS. **Delays in wage payments** have always been an issue of distress in earlier employment programmes, and this concern continues in MNREGA. Wage payments are delayed for fortnightly or even monthly in some cases. This time delay varies from block to block.

- Not a single case of the payment of **unemployment allowance** is found not only in the district, but also in the state. The fact is that in most of the cases, jobs are being provided only on the basis of availability of work. Along with this, nobody issued receipt for job applications. In view of the fact that a large part of the households in district are illiterate, and they demand work orally in spite of written applications for jobs. Taking advantage of this situation, the implementing sources do not issue receipts for job applications and no proof is left for unemployment allowance.

- Appointment of additional staff for implementation of this programme was not done along with the launching of Act. This has **overburdened the existing staff** with additional work. According to the guidelines, the appointment of a rozgar sevak is specifically advisable at the panchayat level; but this has not yet been done. The lack of staff is having an unenthusiastic impact on the workings of the MNREGS. A survey in Lakhanmajra block, found that Block Programme Officer, sub-engineers were being burdened with the lot of paper work, implying that their main tasks suffered. Success of this programme is not getting its way due to administrative hurdles.
As per this Act, Panchayat will be the main agency through which the Act will be implemented. Panchayat will be accountable for the identification, execution, and supervision of projects and the Gram Sabhas are having the power to carry out a social audit. But there are some Panchayat, who are not taking any interest in running of this scheme. In some of the villages, respondents were not satisfied from Sarpanch’s less interest towards MNREGS and they were working only due the efforts of programme officer.

Problems are coming in opening of accounts. Some bank officials were not ready to open bank account at zero balance. Households have to take rounds of bank to get payments. At some places, where banks are at far places, they had to spend Rs.30-40 for a visit to bank and bank staff again wants them next day. They face financial loss due to this. The system of bank payments of wages has already created significant delays in wage payments and much confusion in general. Unless the allied route is smooth, the system will carry on to generate new troubles. To conduct social audit has become very mechanical and only a routine. All these weaknesses have come to the third (3.9) position through the analysis of weighted mean.

(D) Less Interest in Scheme Due To Higher Wages in Urban Area

As Haryana is a state, where wage rates are very high. In construction work, for an unskilled person it is Rs. 250-300 and for skilled person, it is Rs. 500 and above. So, skilled person are not interested in doing work under MNREGP. Due to high wage rates, villages which are near by the Rohtak city were not having availability of even women workers under MNREGP, as they
are able to get more wages and regular work with less transportation expenses.

**Figure 8.2 Weakness of MNREGS**

- Common problem from female workers was related with the **name on job card**. Due to name of their husbands on job cards, they are not getting wages in their own hands, so are not independent to spend and save money. Secondly, due to illiteracy, many of them are not able to operate bank accounts. Thus it is considered as important weakness through the respondent and has been at **fourth (3.4)** position through weighted mean analysis.

**E) Same Wages Irrespective of Age**

Under MNREGA works, anyone above the age of 18 years can come to work, including first time workers, women and the elderly may not be as productive as an able-bodied experienced worker. Wages are given in Rohtak District on piece rate. Everybody gets same wages, no ceiling on age limit and it was seen on work sites, that old aged persons took more breaks while doing work.
It creates a type of dissatisfaction among young workers. It has taken the fifth (2.5) position in the analysis of weaknesses through the weighted mean score.

(F) Poor Participation in Meetings

The Act empowers ordinary people to play an active role in the implementation of employment guarantee schemes through Gram Sabha, social audits, participatory planning and other means. Very common practice has been seen regarding the less participation of workers in Gram Sabha. For the success of this programme, participation of people is must and especially, women are having this misconception that decisions should be taken only by male members. That in turn reduces participation, which makes it sixth (2.4) important problem faced by MNREGS workers.

(7) Complicated Wage Calculation

The MNREGA has an innovative section for estimation of wages. The wages paid are based on a number of factors like the kind of soil, minimum wages, the depth of the digging and the distance the beneficiary has to walk to throw the soil from the site of work. Our survey found that not only the beneficiaries, but in most cases even government officials were not aware of method of calculation of wages for different quantity or quality of work. These factors have been designed in complex way with the purpose that the definition of work must take into consideration the social, cultural and geographical diversity and inequalities prevalent in a country like India. It is very common in our country that in many cases, certain elected representatives can exploit these complexities to treat in corrupt practices. And the beneficiaries can be
exploited because of their ignorance, illiteracy and caste discrimination. Therefore it comes on the seventh (1.4) position in the list of analysis of weaknesses.

**8.3 ANALYSIS OF OPPORTUNITIES OF MNREGS**

Analysis of opportunities from MNREGS can be explained by considering following points:

**(A) Empowerment of Society**

- By providing provisions like worksite facilities, equal wages for men and women, no discrimination, right to information, provision of social audit etc., this programme can give power in hands of society.

- This scheme has strength to reduce the incidence of poverty, as it has increased the confidence level of skilled persons, women and especially the aged persons for whom it was not possible to go out of village for work. In this way, MNREGS can create a feeling of self belief that they can also earn money to meet out family expenses, and they are not burden on them.

- Availability of work at local place has increased participation of women. They are taking the wages directly through their accounts in bank. Income from MNREGS in their own hand has increased expenditure on food, consumer goods, education of children and counterbalance debts. In this way, MNREGS can increase decision-making power of women by increasing confidence.

- Rural workers have come across banking experiences only through MNREGA, and many of the women workers, in particular, who never
experienced banking process. Now with having some savings in the bank can change their perceptions and attitudes and as a result it comes at first (4.91) position in the analysis.

(B) Check on Migration

It is due to MNREGS only, people have started getting work at their local place especially, during those days, when they are workless. It has reduced migration of rural people towards urban area. Migration of women in search of work affects a lot on family life, especially on kids. 33 per cent participation of women has positively affected movement of women for urban area. By reduction in migration, it can be expected that family life will be least disturbed due to less movement especially of mothers. As a result it is given second (4.7) position by respondents in the analysis.

(C) More Focus on Livelihood Facilities

MNREGS includes a list of work under which people are given employment,
such as digging of ponds, livestock related work, fisheries related work, rural drinking and sanitation related work, flood management related work etc. In almost every village, few works are going on, rather than opting for those works, which can create livelihood facilities. Livelihood facilities will be helpful in improving quality of life of rural people along with employment and it comes at third (4.6) position in the list of analysis through weighted mean.

(D) Creation of Assets

MNREGA has provided an opportunity to create sustainable and productive assets. Construction of road has improved the rural connectivity; and on other side, water conservation, water harvesting, minor irrigation network and renewal of customary water bodies has helped in improving position of water level. MNREGA can be helpful in recognizing many other assets which remained useless for years, but can be now made useful. No earlier schemes had taken land improvement project under plan. Maintenance and construction public of assets by workers is not only providing work and improving infrastructure of village area so, in a way it can lead to sustainable development also and in weighted mean analysis it had gained fourth (4.0) position.

(E) Conversion of Unskilled into Skilled

MNREGS under the existing framework can face difficulties due to the exhaustion of all kuchha works within the next four to five years. Moreover, kuchha works in some areas have a seasonal character and cannot be continued throughout the year. As known, MNREGS is part of a law and will continue to be implemented unless another Act of Parliament changes it.
possible option for meeting the above eventuality could be in the introduction of a mechanism in such a way, to attach skilled labour with unskilled labour in a fix proportion in those works, other than kucchaa. This will not only enhance area of work, but also can convert unskilled into skilled. As a result it is given fifth (3.4) position by respondents in the analysis.

(F) Responsibility of Gram Panchayat

It has happened for the first time, that centre of the implementation of scheme is gram panchayat, as they are involved in process of registration, preparation of project, distribution of job cards and implementation of work etc. This programme has empowered ordinary people to play an active role in the implementation of employment guarantee schemes through Gram Sabhas, social audits, participatory planning and other means of this Act. By giving such responsibility, Act can endow with a feeling of responsibility and accountability among local authorities, by providing an opportunity to Panchayat to work together with the government functionary’s. It comes at last (2.2) position in the analysis.

8.4 ANALYSIS OF THREATS OF MNREGS

It is necessary for an organization to have the capacity to recognize threat factors for any cooperative unit to survive, and take steps to make sure that these threats do not create hindrance.

(A) Unawareness Regarding Scheme

- It was noted, that information about MNREGA was limited. Regarding the basic features and rights based perspective of MNREGA; the awareness about MNREGA was restricted to 100 days of employment per family.
However, knowledge about provisioning of crèche, shed, water etc is hardly there.

- On the issue of planning of projects and statutory provisions, very few job cardholders had any knowledge. Due to lack of awareness among people regarding the scheme, actual benefit is not reachable to those people, for whom, this scheme has been designed. Secondly, corruption expands its field due to awareness. As a result, it is given first (4.9) position by respondents in the analysis.

(B) Overburdened Panchayat

MNREGA is rotating an already overworked panchayat with a major work burden. Out of the 214 centrally sponsored schemes targeted at rural communities, Panchayats implement 151 and have a partial role in 23 others. Panchayats have huge administrative workload. Little room for effective on-ground implementation is there with panchayat, as they have to maintain accounts for as many as 76 schemes on an average. In the coming years Panchayat will get more work, more money and more responsibilities. Now here a question arises that whether panchayat will be able to do justice with this programme? Survey reveals that most of the panchayat members are either taking this scheme as a burden or some who are interested in it; they are earning money from this scheme by fake means. As a result in weighted mean analysis it had gained second (4.5) position.

(C) Stress on Unskilled Labour

This programme is basically for unskilled labor. In many type of works, involvement of unskilled labor is necessary. It was seen that due to non
participation of local skilled labor, in construction of Rajiv Gandhi Seva Kendra, skilled labor of other states like Bihar were doing work there. In long run, it will not be feasible to work only with unskilled labour. Therefore it is the third (4.2) important threat faced by workers.

(D) Incomplete Vigilance and Monitoring Committees

In social audit committee, it was found that no member from district level was there and it was done only by Block Development Officer and Gram Sewak. So question arises that, is it possible to get proper irregularities in implementation of programme by such person, who is given whole responsibility of MNREGA of his/her block. No person will give this report that he is at fault. Therefore it is the fourth (3.8) important threat faced by MNREGS.

(E) Limitations in Kind of Work

Another threat is the contracted scope of schemes permitted. From the State Governments point of view in states, where there is a high percentage of cultivated land, as for example in Haryana, there is a limit to the kind of work that can be undertaken under MNREGA. Land is required for extension of water conservation projects and in Haryana; a saturation point will be reached very soon. In a particular village, majority of land is being used for agricultural purpose, so it is a common problem from the side of sarpanch, which type of work can be created.

The period of greatest hunger and need fall in between post-sowing and pre-harvest Kharif. When there is utmost need for wage employment, lowest possibility of large-scale earth works and moreover these are also the high
rainfall months of August – September, at that time large-scale earth works are not possible. There is an absence of works in the most food-deficit rainy months when there is maximum need for wage employment and lowest opportunity of large-scale earth works. As a result, it is given fifth (3.5) position by respondents in the analysis.

(F) Failure of Similar Programmes in Past

Government launched so many poverty alleviation and employment generation programmes but not a single programme got high grade report card. MNREGS is having also some problems, which earlier programmes faced. For example, all benefits were not reachable to beneficiaries in earlier schemes, in the same way complaint of corruption is coming from almost all part of countries. So there is threat of failure of this scheme also and that’s why it has attained 6th rank (3.4) in the list of threat.
(G) Unproductive Work

It is a threat to MNREGA, as in absence of regular work; people are being employed in unproductive work. For example, a coolie through walking up and down for hours can get a wage, but it will not be termed as a productive employment. Productive employment means when we create some assets. If on demand work will not be provided, then people will shift towards unproductive work. Therefore it is the seventh (1.9) important threat faced by MNREGS.

Table 8.1
SWOT ANALYSIS MATRIX

<table>
<thead>
<tr>
<th>STRNGTH</th>
<th>Mean</th>
<th>Rank</th>
<th>WEAKNESS</th>
<th>Mean</th>
<th>Rank</th>
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<td>Guaranteed and on demand work</td>
<td>4.8</td>
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<td>Unawareness of beneficiaries</td>
<td>4.7</td>
<td>1</td>
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<td>Equality among men and women</td>
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<td>Complicated wage calculation</td>
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<td>3</td>
<td>Improper Implementation</td>
<td>3.9</td>
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<td>High access of Marginalized households to work</td>
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<td>4</td>
<td>Weak Administration</td>
<td>3.4</td>
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<td>Panchayat is a stimulating factor for people participation</td>
<td>2.2</td>
<td>5</td>
<td>Less Interest in Scheme</td>
<td>2.6</td>
<td>5</td>
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<td>Payment mechanism by Banks</td>
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<td>Poor participation in meetings</td>
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<td>No ceiling limit on age</td>
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<tr>
<th>OPPORTUNITIES</th>
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<th>OPPOSITE</th>
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<td>Empowerment of society</td>
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<td>Unawareness regarding scheme</td>
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<td>Overburdened Panchayat</td>
<td>4.5</td>
<td>2</td>
</tr>
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<td>More focus on livelihood programmes</td>
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<td>3</td>
<td>Stress on Unskilled Labor</td>
<td>4.2</td>
<td>3</td>
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<tr>
<td>Creation of Assets</td>
<td>4.1</td>
<td>4</td>
<td>Incomplete vigilance and monitoring committees</td>
<td>3.8</td>
<td>4</td>
</tr>
<tr>
<td>Conversion of unskilled into skilled</td>
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<td>5</td>
<td>Limitation in Kind of Work</td>
<td>3.5</td>
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</tr>
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<td>Responsibilities of Panchayat</td>
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<td>6</td>
<td>Failure of similar programmes in past</td>
<td>3.4</td>
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</table>

Primary Data
8.5 DEVELOPMENT OF ACTION PLAN

To ensure a vibrant participatory approach, which can contribute, to a full extent to the impact of MNREGS in the rural areas, Central and State machinery have to focus on some new approaches as suggested below:

- There must be pressing measures for paraphrase of the Guidelines and provision to all levels of execution agency. Several copies of the guidelines should also be available at the gram panchayat level for public.

- Much more propagation about the Act and the scheme in mandatory amongst the community in general.

- For authorized broadcasting, local system, radio advertisements, cultural groups should all be used.

- The definition of House hold as well as the nuclear family as the household unit must be clarified.

- Workers’ entitlements should be printed at the back of job cards, as per Guidelines, so that literate workers can be comprehensible about their rights.

- Cyclic checks should be accomplished to make sure that dated and signed receipts are provided.

- Separate junior engineers should be appointed to evaluate work and to help out local stakeholders in planning of apposite works according to confined stipulation.

- Regarding the type of works and estimates, involvement of local groups should be present, for wider discussions.

- Worksite facilities are not being properly executed; therefore, responsible members should be penalized in case of deficient conveniences.
More engineers must be appointed to call the work site on a regular basis, so that calculation of the payment can be made in front of the workers and timely payment can also become possible.

There should be strict penalties on local authorities for non-compliance of muster rolls.

As workers are mostly illiterate, therefore muster rolls must be verbally announced after a week.

One of the major requirements is opening up at least one large work with high employment prospective for each village.

Amount must be placed with banks, well in advance so as to provide timely wage payments.

Hoardings of job cards must be made a punishable offence as “hoarding” of job cards by sarpanch or others is a common problem. The common defense is that they need the job cards to make necessary entries in them. The real reason, quite often, is that they want to be free to make fake entries in the job cards, as part of their attempts to distort the records and embezzle MNREGS funds.

It is required to imbibe and encourage good supervision style and behavior amongst sarpanch.

Thus in this chapter after analyzing the key strengths, weakness, threats and opportunities, action plan has been developed in order to overcome the weakness and face the challenges.