CHAPTER NINE
The Mahatma Gandhi National Rural Employment Guarantee Act (MNREGA) is a historic legislation passed by the Government of India in September 2005. It was enacted in order to address the crucial issues of unemployment and poverty in rural India. The MNREGA guarantees a hundred days of unskilled employment to each household in every financial year at an equal wage rate for both male and female workers. Additionally, it guarantees the “right to work” as a legal right of every able-bodied adult in rural India. It is fundamentally different from all other wage employment programmes operating since 1980 in that these programmes do not guarantee employment as a legal right. The major short term goals of the MNREGS are: reduction in poverty of the poor at the bottom by ensuring them employment and wages; reduction in distress out migration of the poor and improvement in their access to health, education, welfare etc; empowerment of the poor through the rights and entitlements given to them; construction of durable assets to strengthen the local infrastructure and to improve natural resource management; empowerment of women; and labour market outcomes in terms of increased local market wage rate and integration of the labour market. The present study has been undertaken to find out the progress towards achievements of these goals of the MNREGS in the Rohtak district of Haryana.

The overall objective of this study was to review and appraise the implementation of MNREGA processes and procedures, assess the impact
and suggest remedial actions for successful execution of the programme. Using a stratified random sampling method, MNREGS beneficiaries households were selected in a four stage sampling procedures (e.g. district, block, GP and household levels). One district of Haryana was selected for the study. Both quantitative and qualitative methods were used to gather information. Quantitative techniques include four sets of structured questionnaires that were administered to beneficiaries, Sarpanch, stakeholders and field investigators. Qualitative methods such as focus group discussion among various groups of people in villages and government officials transect walk to MNREGS work sites etc. were used to gather information on various aspects of MNREGS implementation. A total of 530 job card holder households were interviewed in the study. Besides, all sarpanch of the selected GPs were also interviewed.

This chapter summarizes the findings of the study and inferences drawn from the discussions held with the officials at various levels (state, districts, Blocks, Gram Panchayats) describes the insights into various issues that are underlined in the MNREGA guidelines through a content analysis of the qualitative inputs received during the survey.

9.1 SUMMARY OF THE FINDINGS:

Summary of the findings is presented under following three heads:

9.1.1 Implementation of MNREGS in Rohtak District

(A) Registration and Job Card: The respondents had free and easy access to job cards. However, there were also cases of job cards having been issued after three weeks or more. One of the major reasons for such delays is lack of
required manpower for carrying out technical works. Most of the works were provided within a reasonable distance. While giving work no noticeable disparities have been reported related to caste groups, gender, age and levels of education in this regard. Most of the survey respondents were of the opinion that registrations in GP were open throughout the year. This is a very vigorous indication of employment guaranteeing system to those that seek out work. Job cards were issued within 15 days and very few cases came across for occasions that took more than 15 days.

(B) Application for Employment: The average number of respondents who functionalized for employment is found to be very little. As under this scheme, the availability of employment is not allocation based but demand based, consequently, it is one of the areas of severe apprehension. Most of the applicants do not get receipts. The usual time gap to get job is comparatively higher for the females and those who are not in good books of sarpanch. The permitted works are not always widely put on view in most of the Panchayat. The sources of information for the respondents were sarpanch and other PRI officials.

(C) Custody of the Job Card: Although majority of the job card holders keep the cards in their own custody, it is also reported that cards are kept in the custody of the sarpanch. This, if truth be told, signifies lack of essential precision in the process of implementation of the scheme.

(D) Execution of Works: Proactive exposure on every feature of implementation is an essential aspect of MNREGS. Though, in many GPs, the permitted works are not always freely display. While this indicates lack of precision in
the implementation of the scheme, it is probable that the permitted works are publicly notified but such announcements don’t come into the familiarity of these respondents. Majority of the respondents have come to know about the works from ward members or sarpanch in the absence of public display.

(E) Proximity of Workplace: It was observed that the works are commenced mostly in places with closeness from home and consequently, the workers don’t necessitate to move distant places for livelihood opportunities is another encouraging facet of the MNREGS. Seeing that especially, the women and the aged have generally very limited mobility away from their homes, for that reason, such closeness of workplace from home emerged to be very suitable for the job-seekers and is projected to hearten them, to work under the scheme.

(F) Usual and Institutionalized Wage Payment: Payments of wages are not reported to be quite usual but mainly institutionalized in the survey area. The workers generally receive their wages after 15 days as large part of them is paid within 15 days to a month, through their bank accounts. Such institutionalized wage payments not only persuade the job-seekers to work under the scheme, it also lessens the extent of misconduct on the part of the executing means.

According to MNREGA provisions, workers must be paid minimum wages (for rural unskilled manual labour in the state, subject to a national minimum). In case of Haryana, it is providing more than minimum wages if compared with other states. Wages are paid on piece rate basis.
(G) Role of Sarpanch: It is apparent that the sarpanch have played a crucial role in triumphant scheduling and execution of MNREGS. It was quite encouraging by the observation that most of the sarpanch were well aware of the dealings and procedures of the MNREGS as they focus on the training programmes on MNREGS on normal basis which helps them a lot in circulating the details of the scheme to the workers. On the other hand, the field experience of the study tends to draw some interesting implications of this. The likely case is that the sarpanch may be aware of the unemployment allowance but they may be unwilling to disclose this information to keep away from the paper work and other formalities.

(H) Community Participation: The MNREGS largely pursues participative move. The interface among the people and sarpanch signify that selection of works is usually made on the basis of the area necessities. This type of act signs participation of the representative people in the decision making process of MNREGS, but in Rohtak district, participation of women workers and others were much minimized. Participation behavior helps in optimum utilization of available resources which is essential for successful implementation of any scheme.

(I) Leadership: Leadership seems to have emerged as one of the critical factors responsible for the success of the programme. The interviews with the sarpanch, focus group discussions and meetings with MNREGS officials corroborate to this. There are evidences that some GPs have fared well in aspects like fund utilization, selection and completion of works, awareness creation, wage payment mechanisms, issuance of job cards and so on, where
the sarpanch have taken a proactive lead. This is also said to be the case even at block and district levels as well.

(J) Grievance Redressal: Redressal of grievances is an essential element of the MNREGS. Greater part of the respondents was unaware of the provision for grievance redressal. Wherever the awareness materialized to be better, it is maybe due to the positive pains by the implementing agencies towards creating ample awareness.

9.1.2. Positive Impacts of MNREGS in Rohtak District:

Survey analysis shows many positive impacts of the program which are as follows:

(A) Livelihood Security: Villagers consider MNREGA as capable of improving rural living. The workers considered MNREGA income as a generous supportive income complementing other sources of lopsided earnings. At the same time, prerequisite of work within the village seems to be encouraging to villagers. MNREGA has also made certain, gender equality in rural Haryana. The program has given chance to many marginalized. Financial inclusion strategies like bank account opening for MNREGS beneficiaries has increased savings, financial safety and ease of money with drawl. The scheme did well in lifting the level of employment and income of the rural households, by this means, it enhanced their purchasing power. It has somewhat increased their credit worthiness. Seeing about assured income from MNREGA, workers are able to get essential goods on credit from the nearby grocery shops sellers. The MNREGA earnings were spent maximum on food items and a part of it was used for the payment of old debts. Few
households spend on repairs of their homes. MNREGA has promoted the social and economic status of the deprived households. However, majority of workers stated that there was marginal improvement in savings as income from MNREGS was not so high. Although there was moderate increase in income, but it has enabled the workers to use the extra money for ensuring food security for their families. Workers also believed that they had been able to meet the expense health of family members and provide higher education facilities for the children with the improved income from MNREGS works.

(B) Observation on Employment and Migration: One noteworthy upshot of MNREGS is creation of supplementary employment opportunities and control on migration. As per respondents vision, there is significant reduction in migration status due to generation of employment opportunities on account of the MNREGS. The response was more or less same across GPs. This indicates that the MNREGS is being seen mainly as a solution to unemployment and migration.

(C) Equal wages and greater work opportunities for women: MNREGA has brought numerous innovative faces before the labor force. It has provided aspect of equal wages to men and women and many female workers have shifted from discriminatory work places to their present work to MNREGA work. As a consequence, MNREGA has been able to bring some latent women force into the labour market. In almost all blocks, survey work showed that many women were influenced from this scheme and came out of the house for the first time for paid work .The incentive behind this that they were getting work nearby to home and besides that, main attraction was that it is a
programme of government - a trusted employer. It is convenient for women as after completing household work in the morning, they can go to worksite because work is provided close to the house. Registration of a reasonably high number females (more or less same female: male ratio) for job cards indicates that the MNREGS has created ample awareness on state-sponsored employment opportunities amongst the female job-seekers and has motivated them to tap the same.

Fieldwork in Rohtak district suggests that wages are attracting more to women than men as women reported earning only 100-120 per day from agricultural work prior to MNREGA, and now they are getting more than this. Equal wages were paid to men and women on all sites visited in five blocks.

(D) Women Empowerment: Women empowerment has taken place in almost all the study Blocks/ GPs. Women are very enthusiastic about participating in more such schemes aspiring for more income as they have got economic freedom in their family. Working in groups empowers the women workers socially. By sharing and discussing food and personal problems at the worksite offered them much liberation. Due to MNREGA, women have also started bearing household expenses. Payment through MNREGA has given banking experiences, and some of the women workers, in particular, articulated that having some savings in the bank was an affair of immense confidence to them, which improved their self-respect. The scheme could also largely reduce the social disgrace of detaining them to household tasks which are honorary services. Their involvement in MNREGS works has improved their socio-economic status in the family leading ultimately to their
empowerment. Thus, the MNREGS seems to have privileged the females along with those belonging to other marginalized communities.

**(E) Asset Creation and Sustainability:** Along with providing employment opportunities for people, one of the aims of MNREGS is *creating sustainable assets* which can have an impact on the economy of the village in the long term. These include creation of soil and water conservation works. The infrastructure development works especially rural connectivity works and digging of ponds have also been creditable. The productive assets, created under MNREGS for improving irrigation facilities, have also demonstrated positive results.

**(F) Social Harmony:** The MNREGS has largely made possible livelihood opportunities for the illiterate and socially backward people. With employment in agriculture being over soaked and non-farm employment being mostly expertise and acquaintance based, the MNREGS could generate the liberty for employment for the uneducated and unskillful labor force that mainly comprises the socially backward group. This is so because, since for the requirements, the works taken on under the scheme necessitate generally manual and unskillful labor. Thus, the MNREGS may be projected to bring in social harmony and make the development process inclusive.

**9.1.3 Dismal Experience of MNREGA in Rohtak District**

In the field survey, almost all the participants favored continuation of MNREGA with some modifications. The study reveals that level of benefits derived from MNREGA were found below the expected level and MNREGA implementation is not fully free from problems and constraints. The study has
raised several issues at the conceptual as well as the operational level about MNREGA. It would be desirable to consider these issues:

(A) Wage Payment: In Rohtak district, the wages are being paid on piece rate basis and on average basis, wages are given whether a person is young or aged, soil is rocky or soft, no distinction is made in giving wages. This, in fact, sometimes discourages many workers. Workers are paid on the basis of a simple formula of ‘value of work completed’ divided by the number of workers listed on the muster roll for each worksite. Now, in this concern workers do not know how much of work will give them minimum wage and secondly, they do not know how many workers were present at the worksite. Competence of doing work also varies from person to person. The program did not discriminate educated/skilled workers from unskilled/illiterate. The program remained true to its ‘right to work’ entailments and did not recommends households that approached for works with better living standards. The program did not have any upper ceiling limit on age.

(B) Wage Rate: Most of the person reported earnings of Rs 179 on average from MNREGS. This confirms that most people were actually earning more than the minimum wage. So report is satisfactory in this state if we compare with other states. But MNREGS wages were less than market wages they were getting in nearby cities but was more than agriculture wages as labour from other states like Bihar and UP were doing work at lesser wages. Therefore choosing to work here is therefore most likely explained by factors discussed earlier – convenience and availability of work.
(C) Delayed Wage Payment: Irregular and delayed payment of MNREGA works is also acting as a key limitation to the act’s development prospective. In the study, we observed that many participants expressed their dissatisfaction towards very late payment of wages. The payment found to be delayed for month and beyond. As majority participants are very poor, without timely payment, they are facing lot of problems to meet their frequent expenses. According to the MNREGA guidelines, payments for the work should be made within 14 days of the completion of the work. However delay in payment and incorrect payments are a common problem under MNREGA. This delay can be from several weeks to sometimes months. Often workers have to make several visits to the bank only to find that their wages have not been credited into their accounts. Sometimes delay is also caused because works are carried out without proper approval and thus the payment is withheld.

It is not easy to get payment from banks especially when banks are at distant places. Some viewed that they have to spend whole day to get payment and not only this, they have to spend on transportation also. Secondly, there was not always surety that their payment had been transferred in their account and they will get payment.

(D) Non Payment of Unemployment Allowance: As per Act, if work is not provided within 15 days, unemployment allowance has to be paid as per Act. Liability of payment of unemployment allowance is of state government. To avoid the payment of unemployment allowance, majority of Gram Panchayat are accepting non-dated demand applications or oral information. Legal guarantee of providing unemployment allowance is watered down by using this method. There is no awareness on the part of people to demand
unemployment allowance as most of the workers are unaware of any such provision under MNREGS and no willingness on the part of authorities to make such payment. Response regarding nonpayment of unemployment allowance by block officials was that job provisions happened within 15 days.

Another general problem noted in the villages is the absence of a system to issue receipts to applicants. This is again an example of unawareness on the part of people. Receipts, however, are crucial as a proof of work demanded.

(E) **Less Than 100 Days of Employment:** According to scheme 100 days of employment will be provided but very few persons got 100 days of employment. Therefore, when there is possibility for regular works either at lower wage rates on one side, and on other side there is limited and irregular supply of works, it creates insecurity in the minds of the job-seekers, so this situation unquestionably confines the job-seekers from working under MNREGS.

(F) **Lack of Worksite Facilities:** The MNREGA provides facilities for safe drinking water, shade for children, periods of rest and a first-aid box at the work site (Section 27, Schedule II of the NREGA). Reports from the field observe a complete lack of facilities at the worksite. Small children remain unattended, in the heat. As a consequence, women are hesitant to bring their children to the sites. It also forces them to rethink about applying for work in the first place. Trees act as the only source of shade for the rural poor working at the sites.
(G) Low level of Awareness: There is better awareness of the MNREGS, if we compare with other government programmes. Particularly, people are aware that this is a programme which offers ‘100 days of employment in the year’, but are less aware of the details of this scheme. For instance, they were unaware that if government fails to provide them 100 days of work then they are eligible to get unemployment allowance. It is the responsibility of the panchayat to ensure that people within the village are fully aware of the programme. Some other procedures of this programme such as that one must apply for work, receipt of application, types of work, worksite provisions (eg shade, crèche, medical kit) were in category of less awareness in almost all blocks. There was a high level of awareness regarding drinking water should be provided on worksites, work must be provided within 5km. of range but less awareness about provision of shade and even less about crèche facilities. Almost nobody was aware of the provision for social audit requirements. When asked from some panchayat members they said that villagers do not attend gram sabha and it is not possible to inform the procedures individually. Taken as a whole, it look as if scheme offers ‘100 days of work’ has been largely publicized among the rural people, rather than communicating details of this scheme to properly implement this programme.

(H) Seasonality: Implementation of the scheme in Rohtak district is highly sensitive to the seasons. In this district, works can be carried out for 5-6 months. The reason behind this is that as the area is rain prone during monsoons and the soil is muddy, it is very difficult to carry out the works of digging ponds or constructing roads. During harvesting, most of the job seekers are engaged in gainful farm employment during this period. High
inclination towards this scheme is missing during this period. It becomes very difficult to give employment for 100 days.

(I) Lack of Transparency and Accountability: Perhaps the most neglected area in the implementation of the programme is ensuring accountability and transparency. Be it regular filling of job cards, maintenance of records, formation of active vigilance and monitoring committees or conducting proper social audits is concerned; none of these aspects are being looked into seriously. Due to lack of awareness on the provisions for ensuring accountability and transparency, the Gram Sabha is also not much bothered about these aspects. This not only creates confusion in the minds of the people, but also leaves enough scope of malpractices and leakages of resources. The workers are taking the MNREGA work as any other Government initiated poverty alleviation programme.

(J) Creation and Maintenance of Assets: Hardly any permanent asset has been created out of MNREGS fund. Repairs of ponds/bori band and reconstruction of roads of the previous year seem to have consumed a major part of the fund. Officers and Sarpanch highlight the problem that they are encountering in implementing MNREGA work in following the stipulated norm of 60:40 ratios between labor cost and materials. The creation of permanent assets, they argue, will increase material cost for which there is no provision in MNREGS.

(K) Time Gap between Planning and Execution of Work: There is a long time gap between planning for the works and their execution as the works are to be approved at different levels or it can be said that after lot of paper formalities
the funds are to be sanctioned. It normally takes more than six months or a year from planning to execution of a work. For the duration of this course of time, people’s concern on the work and view on newness of the scheme may change restricting its achievement in a significant manner. Due to such wide time gap between planning and execution, the scheme also fails to provide work to several job card holders demanding work and this manner consequence in extended time gap between applying for job and getting the similar. Thus, many times, the job seekers are forced either to look for some other prospects in the vicinity even at a lower wage rate or migrate outside.

**L) Inadequate Manpower:** Successful implementation of MNREGS requires adequate and able manpower. While the works are planned at the village level, the accountability of their execution is allocated to the blocks and the GPs. It becomes a difficult proposition for Gram Panchayat since; it is already assigned with a number of other developmental schemes. Further, some of the activities under MNREGS require efficient competencies that many of the serving means do not acquire. Such lack of sufficient and capable manpower at different level may edge effectual accomplishment of the scheme. Under MNREGA, Panchayat are supposed to play essential roles in designing, planning and executing at least 50 percent of the total works. At village level, most of the Gram Panchayats do not have a capacity or expertise to undertake planning without support of technical and support staff, and hence they find it difficult to prepare shelf of projects related to village development plans and perform precisely accurate works of recovered quality.

**M) Lack of participation of villagers:** GP Notice board and Gram Sabha members were significant channels that communicated about existence of
MNREGA to rural household. Field study reveals that information regarding the work received from GS members but not through the GS meetings which clearly indicates lack of involvement of village members. Beneficiaries are not completely satisfied by the work that has been done. Many spoke out that the assignment or task has been commenced without their participation and opinion, and that the work could have had better effect with privileged worth.

**(N) Inappropriate Work for Women:** Women are sometimes informed that particular work under the MNREGS is not intended for women. Women are informed that they could not take part in current works as it required excavating and removal of soil. Workers brought their own tools, such as spades and shovels and this becomes complex for women carrying infants.

**(O) Work is not provided “on demand”**: During survey it was observed that people do not know the actual sense of ‘on demand’ intended as a right to employment under the Act. In reality on availability of work people are asked to come for the work by the implementing agencies and those who are interested come forward and join the work. Majority of workers reported that they had not given any application for work. The figures which government is showing are based on the local records managed by the implementing agencies. Consequently, the figure publicized regarding employment provided on demand gives a fake picture.

There is lack of awareness regarding demanding work as a right. In all blocks, people reported that they were not aware that they had to apply for jobs. It was observed that it is the impression of people that once they are issued job card, automatically makes the workers entitled for 100 days of employment.
Therefore it can be said that on a whole the concept work on demand is not factual and people are doing work like any other government scheme and gram sewak and mates fill their applications like paper formalities just to save themselves from official action.

**(P) Male Dominance:** Female beneficiaries during the focused group interactions opinionated that male members dominate the females present in GS while making the decisions. This could be a critical factor for non-participation of beneficiaries. The primary data reveals that as far as providing *employment opportunities to women* is concerned, Rohtak district has provided more than 33 per cent work opportunities to women. It has been observed in that there is no difference in the wage rate paid to the men and women. But in distribution of work it is given on the basis of this perception that women are not able to do hard physical labour as men.

**(Q) Insufficient Funds:** MNREGA is a demand driven programme which needs sufficient flow of funds throughout the year as per response to the job demand. Although, flow of funds is not as it should be especially during the first few months and ending months of the financial year. In such situation, it becomes very difficult for the officers/GP officials to have proper implementation of the programme.

**9.2 SUGGESTIVE MEASURES**

During the course of survey, various stakeholders were contacted and interviewed on the implementation and impacts of the MNREGS. Their views on the problems, confronted by the Panchayats, workers, and government
functionaries were taken and suggestions to improve the functioning of the programmes were also sought.

9.2.1 Suggestions by the Workers: In all the selected GPs, 530 workers were interviewed who suggested the followings.

(A) Timely Wage Payment: Due to late payment, some participants started doing work in non-MNREGA works where payment is regular and wage rates relatively higher. The shortage of qualified staff at all levels was the main cause for delay in payment. Therefore, we suggest making an appropriate arrangement to ensure timely and regular wage payment to MNREGA workers.

(B) People Friendly Wage Calculation Method: We observed that wage calculation method should be easy, so that people can trust on stakeholders, as respondents showed distrust against officials regarding wage payments. It can be turned out a great threat to the MNREGA’s development potential. Thus, there is a need to rationalized and simplified task-wage method.

(C) Redesigning Wage Structure: Field survey revealed that men workers were less interested in MNREGS work due to lesser wages. Therefore, to attract a large section of rural people towards MNREGS, increase in the wage rate is very important to acquire achievement from the scheme. Not only for lesser wages, observation of the field and discussion with workers suggested that the wage should vary depending on the nature of the work, age of the job-seekers and the climatic conditions of the work area. A widespread set of decisive factor should be developed in this regard.
(D) *Unemployment Allowance:* A liability of payment of unemployment allowance is of state government. Central government ought to chase this issue with state government to pay unemployment allowance on a regular basis to all eligible workers. In case of nonpayment of allowance, penalty must be imposed as it will put pressure on the state government as well as on other functionaries to perform better.

(E) *Up to 100 Days Employment Limits per House Hold:* The 100 days limit is not considering the family size of a household. The uniform provision irrespective of number of family members has discouraged large families. A family having 3 to 4 earning members will get employment for about 25 to 33 days per person in a financial year. The earning from few employment days is totally laughable to sustain their living for the whole year. Therefore, they have left no other option other than to go on with migration at other places. As a result, one of aims of MNREGA to apprehend movement gets whitewashed. We suggest upward revision of limit of 100 days employment per household and if possible link it with number of eligible members of the family.

(F) *Seasonality-based Work Plan:* The yearly plan for works under the scheme should be intended observance the seasonal feature under thought. It will enhance the opportunity for workers to work under MNREGS. Therefore, it is suggested that works should not be implemented when agricultural works are at its peak and it should be started immediately with the start of lean period. This will improve the participation and employment generation under MNREGA.
(G) Greater Sensitization: There must be uninterrupted activities towards creating ample alertness on different provisions of MNREGS among the rural households. Executives and people’s representatives at the Gram Panchayat level should take initiatives to generate awareness. There is an imperative requirement for enough campaigning on the provisions of scheme at the rural level in uncomplicated and local language. Success of this scheme depends on the degree of reach about this scheme, therefore, generating awareness is essential, not only to prompt the people to work under the scheme but also to persuade them to involve in its scheduling and accomplishment.

9.2.2 Suggestions by Gram Panchayat:

Panchayat being the main implementing agency of MNREGA programme, their views about MNREGA were very important for the research. The researcher therefore interacted with twenty-four gram Panchayat in the selected district. They have suggested the following remedial actions.

(A) Capacity Building of Stakeholders: Lack of awareness was noticed among stakeholders. It is must to provide amendments done in scheme time to time as capacity building is a continuous process. It is not a single occasion work. Seeing that many of them lack full awareness on various components of the programme, all of them need more instructions to be operational to perform their role effectively. There is a vital need to generate ample practical capabilities among MNREGA staff of district, village Panchayat and stakeholders to facilitate them to plan and implement the programme and to conduct social review in an effectual and optimistic way. The government must take steps in organizing a concentrated training and alertness structure
programme to make the officials and populace completely attentive of all the particulars of the programme. People at the plebs stage must be prepared attentive of Right to Information (RTI) Act and be encouraged to make use of it.

**(B) Transparency and Accountability:** Efficient utilization of resources under the scheme requires bringing in transparency and accountability. Provision for social audit at the Panchayat level, no doubt, can play a noteworthy job in this regard, but the team for social audit should encompass representatives of various stakeholders. Not only this, responsibility of verifying the muster roll can be assigned to independent outside agencies. Personalities of these agencies can even be trained by the specialized authority. In additional, outcome of progress of the scheme by the implementing agencies should be made obligatory. Mechanism of getting feedback must be created to by people’s sight and suggestions. Proposals must be welcomed and given weight age from the bottom rather than from the top.

**(B) Maintenance of Assets Created:** Panchayat should be provided special funds for maintenance of created community assets. If it will not be considered, then it has the potential to send back to that position, from where we started. Once generated can be scrub out, if not maintained properly. Pitiable protection and frail establishments makes productive possessions ineffective.

**(C) Deployment of Full time professionals exclusively dedicated to MNREGA:** Interruption in planning, approval, execution and monitoring of MNREGA works is due to lack of competent stable employees. This weakness is
unfavorably harming the assessment quality and dimension of works done and as a result, delay in payment of wages can be experienced clearly. Most of the time, measurement itself is taking few weeks, even though it is supposed to be completed within a week. Due to this, delay in wage payment has become a common and major problem of MNREGA and creating large scale displeasure among workers. Therefore, it is suggested to create separate department and deployment of full time professionals wholly devoted to MNREGA at district/block/ village level. This can lessen the troubles revealed above.

**(E) Regeneration of Management Practices:** Importance of management can’t be ignored in relation to the success of the MNREGS. The ground reality apparently shows that MNREGS, a massive programme is in hands of untrained, unskilled and less efficient team. A squad of management experts who must be trained on rural management may be arranged for the success of the scheme that can set up a relation between the management theory and implementation of MNREGS. This would help out in developing a better deliverance device.

**(F) Focus on Involvement of People in Village Level Planning:** Needs of rural area could be better understood by local people, hence, there is a need to have their active involvement in planning and execution and social audit of the works done under MNREGA by providing assistance to Panchayat for planning and execution of works. In many Gram Panchayats, Vigilance and Monitoring Committee (VMC) were not set up for the monitoring of the scheme at village level and in some villages, VMC were formed but was still.
Active Involvement of Line Departments: Low level involvement of line departments was found during field survey in planning and execution of works. In consequence of low level participation of line area (Irrigation, PWD, Forest etc.), there were inconsistency in selection of works, location, size of works, quality of works and measurement of works delayed, which resulted in delayed wage payments. Consequently, essential proceedings desirable for lively participation of all related line departments in accomplishment of MNREGA.

TO SUM UP: Based on evaluation carried out at field level, it can be inferred that MNREGA holds the key to the development of country’s vast rural population. The programme deemed to have huge potential in empowering rural communities. The programme is capable to enhance income level, food security and livelihood security of rural poor on a sustainable manner. Further, MNREGA brought very positive changes in respect of employment, income, wage-rates and food security. It boosted village economy and found beneficial to rural poor.

The study further reveals that the participation of peoples was low at the stages of planning, implementation and Gram Sabhas. The awareness level about project activities was also low to moderate. This calls for higher efforts to increase the people’s participation at all the stages of the programme. The study reveals need of bringing more transparency in conducting social audits. The more involvement of line departments in the programme will be helpful in effective implementation of programme. Timely repairs and maintenance of created assets also needed for sustainability of the impact of the programme. The investment under MNREGA must be focused more on activities providing...
benefits at the community level so that poor derive maximum benefits. The MNREGA reformed on the suggested lines holds out the prospect of not only transforming the livelihoods of the poorest rural peoples of the country but also heralding a revolution in rural governance in India. The goals of upliftment of poor rural households through ensuring food security on a sustained basis by providing wage employment through MNREGA not look distant, if MNREGA pursued in earnest.