Panchayats at district, intermediate and village levels are the principal authorities for planning and implementation of MGNREGA under Section 13 of the Act. It is notable that:

a) at least 50 per cent of MGNREGA funds are to be spent directly by the Gram Panchayats (GPs) – in fact generally GPs spend much more than 50% of the funds,

b) Gram Sabhas (GSs) are to recommend specific projects to the GPs and conduct social audit of MGNREGA works,

c) District Programme Coordinators and Programme Officers are to assist District and Intermediate Panchayats respectively in discharge of their functions.

These features of MGNREGS offer a unique opportunity to strengthen and enable PRIs, particularly the GPs and GSs. The rejuvenated and enabled PRIs, in turn, can become powerful instruments in making MGNREGA a much better success. It is generally seen that States with vibrant and optimally sized Panchayats with requisite manpower have implemented MGNREGA better. Further, the central recommendation of the National Workshop on MGNREGA held on 17th and 20th August, 2009 is also for all round strengthening of PRIs for effective implementation of MGNREGA. A cardinal principle of MGNREGS is participatory, bottom-up planning. Further, convergence guidelines issued by Ministry of Rural Development, which seek to efficiently manage & conserve Natural Resources including soil & water, assume critical importance. Much of such convergence could be planned and implemented
effectively only by GPs or GSs at the local level on a sustained basis. Even Block is too large an area for this purpose.

MGNREGS has now emerged as the largest CSS. Under Sections 16 and 17 of the MGNREGA, 2005 the Gram Panchayat and the Gram Sabha have been given key roles in planning, implementation and monitoring of MGNREGA. The MGNREGA funds today contribute the major outlay at village level from where village planning can start. However, integrated decentralized planning remains an incomplete task.²

Mahatma Gandhi National Rural Employment Guarantee Act is being implemented by the Department of Rural Development in the Ministry of Rural Development for employment generation, poverty alleviation and providing social assistance to the vulnerable groups in rural areas. The Department of Rural Development has provided centrality to Panchayati Raj Institutions (PRIs) in the planning, implementation and monitoring of these schemes. Through such processes PRIs have been strengthened.³

Mahatma Gandhi NREGA

An important goal of MGNREGA is to deepen democracy at the grassroot level, and bring about greater transparency, responsiveness and accountability in local governance. MGNREGA provides a powerful, legal entitlement and opportunity to realize the objectives of the 73rd Amendment of the Constitution. The Act formally declares the Panchayats at the three levels as "principal authorities for planning and implementation of the Schemes made under this Act" and this provision is backed up by substantial guaranteed resources.⁴
Panchayats are more than instruments for implementation of the Act; they have an intrinsic value in realizing the expected outcome of enhanced livelihood security for the poor. Panchayat Raj Institutions (PRIs) have been entrusted with following roles and responsibilities in the implementation of Mahatma Gandhi NREGA.

**District Level Administration**

As per the MGNREG Act the administrative structure for the implementation the scheme is as follows.

**District EGS Unit**

The District EGS unit consists of an Additional Project Director (APD) of the rank of a Deputy Director/Assistant Director who will be responsible for human resource matters, capacity building procurement, contracts and financial matters. The APD also performs the role of system administrator for the MCCs in his/her jurisdiction. As administrator of MCC, he/she is responsible to maintain the Muster data as directed by state-level administrator for the computer programme.

The District EGS Unit will also have Programme Managers (as many as revenue divisions) who can be government staff on deputation (Deputy Executive Engineer/Assistant Director or recruited from open market. The Programme Managers will have territorial jurisdiction to liaise between APOs and PD, DWMA. They will be responsible for technical scrutiny of works proposals, undertake field visits and will be responsible for quality control. The unit will also have one Finance Manager either from open market or from the Government (DR cadre from the Cooperative department), one Computer Programmer cum MIS analyst, four assistants (two for accounts and two for
administration) and two attenders /office assistants. The open market candidates will be recruited by a committee consisting of Collector and all Additional District Programme Coordinators. The applications will be called for by newspaper advertisement. In the Schedule areas, there shall be an EGS unit attached to the ITDA with a special officer (Assistant Director Cadre) and one assistant.

**Zilla Parishad**

Zilla Parishad will be responsible for finalizing the District Plans and for monitoring and supervising the Employment Guarantee Scheme in the district. It will prepare ZP EGS plans not exceeding 10% of the value of works (works covering more than one mandal). At district level District Collector acts as DPC. In the implementation of MGNREGS in the district, he is assisted by four Additional District Programme Co-ordinators viz., CEO of ZP, PD of DWMA, PO of ITDA (only in ITDA districts) and PD of DRDA.

**Additional District Programme Coordinator –CEO of ZP**

As Additional District Programme Coordinator the Chief Executive Officer of Zilla Parishad will discharge the following functions with regard to the implementation of MGNREGS.\(^5\)

1. CEO, ZP assists the DPC in coordinating the Planning and implementation of the EGS with PRI bodies.
2. CEO, ZP shall assist the Zilla Parishad in approving the District EGS Plan and send to DPC the approved plan for according administrative sanction.
3. Get the technical estimates for the ZP works through the concerned line departments using the concerned MCC.
4. Provides supportive guidance to MPDOs in planning and implementation of the programme.

5. Reviews the implementation of the Scheme with MPDOs.

6. Plan, coordinate and supervise capacity building activities for the elected representatives and officials of the PRIs.

**Mandal Level Administration**

At Mandal level MPDO is administrative incharge MGNREGS. He is assisted by APO; Technical Assistants at Grama Panchayat level, Panchayat Secretary monitors the works.

At the Mandal Level there will be Programme Officer (PO), Mandal Parishad Development Officer(MPDO), EGS Engineer (Mandal Engineer of Panchayat Raj), 3 Technical Assistants(TAs) and 2 Accounts Asst. cum Computer Operators in Mandal Computer Centre.

**Mandal Parishad**

The Mandal Parishad is the principal authority for planning and implementation of the Scheme at the Mandal level. The planning and implementation responsibilities of the Mandal Parishad include:⁶

1. Approve the consolidated Grama Panchayat EGS plans submitted by Programme Officer after adding works.

2. The works included by the Mandal Parishad shall not exceed 15% of the total value of works to be taken up in the mandal.

3. The works connecting two or more Panchayats alone shall be included at the Mandal level

4. Give priority number for the works identified by the Mandal Parishad.

5. Get the estimates for works identified by the Mandal Parishad.
6. Submit Mandal EGS plan, to Addl. District Programme Coordinator and PD of DWMA.

7. Review and monitor implementation of EGS in the Mandal.

Mandal Parishad Development Officer

   The specific functions of the MPDO under MGNREGS are:
   1. Assist the Mandal Parishad in discharging its functions under the Scheme.
   2. Get the detailed estimates prepared for the Mandal EGS Plan and forward it to the PO.
   3. Monitor the execution of works taken up by the Gram Panchayat and other agencies within the Mandal.
   4. Scrutinize musters and vouchers and issue pass orders and cheques for all the works.
   5. Make payments to material suppliers and to TAs.
   7. Receive funds from Collector and DPC for payment for works, remuneration to the TAs, Account Asst. cum Computer Operator and maintenance of Mandal computer cell.
   8. Opens accounts in the bank branches in the Mandal and deposits EGS funds received from the Collector and DPC proportionately to the number of Job Card holders in the service area of the branch.
   9. Maintain proper accounts of the funds received, released and utilized at Mandal level.
   10. Obtain, consolidate progress reports, work completion reports, utilization certificates from the Gram Panchayats.
Register and Records to be maintained

Files for each work should have the following documents.


2. Administrative sanction list can be kept in file and its number can be mentioned in other files dealing with works having same administrative sanction proceedings.

3. Technical Sanctioned work estimates.

4. All paid musters.

5. All Pay orders to wage seekers & material suppliers.

6. Work completion reports.

Mandatory Meetings

Weekly meetings have to be conducted with EGS engineer every Saturday to monitor progress of works, maintaining musters, Measurement Books and payments.

Assistant Programme Officer (APO)

Assistant Programme Officer will be appointed at the Mandal level with necessary support staff for facilitating implementation at the Mandal level. The Assistant Programme Officer will be a full-time dedicated officer, who is selected either from among Departmental personnel or will be taken on deputation. Fresh recruitment (75% of POs) may also be made on contract. He/she will be accountable to the District Programme Coordinator and Mandal Parishad. He / She shall report to Additional DPC i.e., PD of DWMA.

Responsibilities of APO
The Assistant Programme Officer is primarily responsible for matching the demand with works and ensure effective implementation of the scheme in accordance with the provisions of the Act, the scheme and guidelines issued by Government from time to time.

The following are the specific responsibilities of the Assistant Programme Officer:

1. Primarily responsible for matching the works with labour demand in each GP. This is ensured by constantly assessing the labour demand and facilitating the GP to come up with EGS plans to match the labour demand.

2. Receives GP EGS plans, and scrutinizes the proposals and consolidates the plans and submit to Mandal Parishad for approval.

3. If the GP EGS plan is not consistent with the provisions of MGNREGS-AP, APO will return to GP for review and resubmission.

4. Maintaining a shelf of works (which are administratively and technically sanctioned) sufficient to match employment demand for at least one year, on receipt of administratively sanctioned works from the DPC and the Collector, the Programme Officer shall feed into Computer and generate work ID and maintain the shelf of works.

5. The Assistant Programme Officer is responsible to issue work commencement letters to executing agency for starting works from shelf of works, strictly following the priority assigned to each work. The work commencement letters shall be issued to the executive agency within two working days after receipt of demand from GP.
6. Responsible to ensure that the wage seekers secure their rights and entitlements detailed in the Act.

7. Ensuring regular social audits and taking prompt action on the objections raised in the social audit and also the complaints relating to the implementation of the scheme.

8. Liaisoning between the GPs and the Mandal and also between Mandal and Addl. DPC & PD DWMA for all purposes of correspondence and communication.

9. Responsible for capacity building programmes for Field Assistants, Village Secretaries, Technical Assistance and EGS Engineers.

10. Monitoring and reviewing implementation of the scheme with the EGS engineer and technical assistants.

11. Reviewing prompt and fair payment of wages every fortnight to all labourers employed under the scheme.

12. Sanctioning the payment of unemployment allowance after due enquiry into the circumstances leading to such payment.

13. Ensures the transparency in implementation of the Scheme by strictly following provisions and the Right to Information Act as detailed below:

   a) Ensures that the GP displays information on households issued Job Cards, works started, wages paid and persons provided with wage employment etc.,

   b) Supplies list of households issued Job Cards, copy of estimates and wage pay orders to village organizations.
c) Ensures that requisite information is provided to village organizations by GP for maintain village information wall.

d) Ensures that the Muster roles are read out at the time of closure.

14. Liaise with Banks and Post Office in making payments to labourers regularly.

15. Having interface with the labour unions, community based organisations like VOs and Mandal Samakhyas and NGOs to solicit feedback and act upon it.

16. Mobilising labour through Mandal Samakhyas, VOs etc.

17. Working closely with the Mandala Samakyas (MSs) and attend all their meetings.

18. Facilitate VO to deliver services contracted by the Panchayat and arrange payment to VOs at least once in a quarter.

19. Performing any other work as assigned to him by the Addl. District Programme Coordinator and PD DWMA.

20. Redresses grievances.

21. Issues blank muster rolls to the GP along with work commencement letter.

Registers to be maintained by APO

The following registers are maintained by APO.

1. Register of shelf of works — Form 28
2. Muster roll issue register — Form 29
3. Grievance register — Form 34
4. Unemployment allowance register
Mandatory Meetings

Fortnightly meetings have to be conducted with FAs and TAs.

EGS Engineer

The Mandal Engineer shall work as EGS Engineer. His functions include:

1. Prepare detailed estimates for works more than Rs 2 lakhs.
2. Give technical sanction for works upto Rs 2 lakhs.
3. Super check all the works for final payment.

Technical Assistants

In a Mandal there will be three technical assistants (TAs) in-charge of two/three clusters of Gram Panchayat, who will be attached to an EGS engineer at the Mandal level. One of them will be from the agriculture stream and the other two will be from the engineering stream. They will be hired from the open market. They will be hired by the DPC and will work under the control of the Mandala Parishad Development Officer (MPDO). Their specific responsibilities include;  

1. Preparation of estimates for works upto Rs 2 lakhs in the standard templates.
2. Supervision of works and support the Field Assistants of the Gram Panchayats.
3. Check measurement (100%) on alternate weeks.
4. TA will be responsible for quality of the work taken up under EGS.
Account Assistant cum Computer Operators

In every Mandal two Account Assistant cum Computer operators works to look after the accounting matters of MGNREGS. They should have data entry skills and have sufficient knowledge to trouble shoot any minor problems with the functioning of Computers. One operator shall be attached to Programme Officer and the other shall be attached to MPDO.

Responsibilities Account Assistant cum Computer Operators

The following are the fundamental responsibilities of Account Assistant cum Computer Operators.

1. Input data to print Job Cards, technical estimates, Measurement Books payment letters etc
2. Upload data to DCC in batch mode.
3. Trouble shoots minor problems at MCC.
4. Consult with DCC to install any updates in the software.

Role of Panchayats

The Panchayats at each level will be the 'Principal Authorities for planning and implementation of the Schemes under the Act' (NREGA, Section 13(1)).

Gram Sabha

Gram Sabha is the statutory mandated institutional mechanism for community participation. In addition, other methods of community participation could be evolved: labour groups, common interest groups, self-help groups and village organisations. Active community participation is particularly important for ensuring transparency and public accountability.
The MGNREG Act authorizes the Gram Sabha to identify, prioritise and recommend works to be taken up under MGNREGS-AP, to monitor and supervise these works, and to conduct social audits of the implementation of the Scheme. The Gram Sabha has a crucial role to play in ensuring transparency and accountability.

**Responsibilities of Gram Sabha**

With regard to MGNREGS the Gram Sabha is entrusted with the following responsibilities.\(^9\)

1. Recommend projects required in the area of Gram Panchayat.
2. Monitor the execution of works within the Gram Panchayat.
3. Conduct regular social audit of all projects taken up in the Gram Panchayat.

**Gram Panchayat (GP):** The Gram Panchayat has a pivotal role in the planning and implementation of MGNREGS. It is responsible for planning of at least 75 percent of works in terms of cost, registering households, issuing Job Cards, allocating employment, executing minimum 50 percent of the works, and monitoring the implementation of the Scheme at the village level.

**Role and responsibilities of Gram Panchayat**

The planning and implementation responsibilities of the GP include:

1. Registration of households seeking wage employment.
2. Issuance of Job Cards.
3. Collection of applications for wage employment.
4. Based on the applications received for work, the GP shall assess the labour demand.
5. Facilitate Ward Sabhas and Gram Sabhas in identification of the works.
6. Facilitate Gram Sabha to give priority number to each work.
7. Approval of Gram Panchayats, EGS Plan as recommended by Gram Sabha.
8. Obtain estimates for the works included in the EGS Plan.
9. Submission of EGS Plan to Programme Officer.
10. Report labour demand to the P.O and obtain work commencement letter.
11. Issue work allotment orders to individual wage seekers by serving written individuals notice to each wage seeker / group of wage seekers.
12. Execute such works for which GP is the executing agency.
13. Maintain muster rolls for all works executed within the GP.
14. Maintain worksite facilities.
15. Close the muster rolls once in a week after reading out the entries in the muster roll and submit the muster roll to MPDO.
16. Make available the records and documents particularly muster rolls and payment orders for public scrutiny as required under RTI Act.
17. Maintain all Registers and documents prescribed.
18. Furnish information to the Village Organisation (VO) for maintenance of Village Information Wall.
19. Enter into contract with the VO for providing certain services relating to implementation of EGS.
20. Maintain assets executed and created under EGS by the GP.
22. Enquire in to applications for payment of unemployment allowances and report to programme officer.

23. Facilitate conduct of social audit.

24. Give progress reports to Programme Officer and MPDO.

25. On the recommendation of Gram Sabha, the GP shall send three names to the MPDO for the purpose of selection of Field Assistant.

**Role of Village Organisation**

The village organization perform the following functions with regard to implementation of MGNREGS.10

1. Awareness building of community.

2. Mobilising and organizing wage seekers.

3. Help GP in enrolling the Wage seekers and distribution of Job Cards.

4. Facilitating the filing of applications for work either by individual or group.

5. Receive payment order from MPDO and prepare and send payment notices to the individual laborer


**Panchayat Secretary**

The following are the responsibilities of Panchayat Secretary with regard to implementation of MGNREGS.

1) The Panchayat Secretary is designated as the 'Registration Officer' for the purpose of receiving applications for issuance of Job Cards.

2) Receive applications for wage employment from job-card holders and forward them to the PO for opening up of works.
3) Display list of works taken up and also the no of persons provided wage employment, the total wages paid to the workers, material consumed, on the Information wall specially designed for EGS.

4) Ensure timely payments to the wage seekers/groups by promptly submitting the muster rolls once in a week to the MPDO.

5) Ensure facilities at the worksite.

6) Maintain musters, all records and registers for accounting, annual audit and social audit.

7) Keep a copy of the wage pay orders available for public scrutiny at the Panchayat Office.

8) Prepare an annual report on the implementation of the Scheme.

9) Take up responsibility for maintaining the assets created.

10) Forge partnership with Village Organisation (VO) for mobilization, organization, awareness building' of the labour and for dissemination of every information to the community as envisaged in the Right to Information Act. Towards this objective, Gram Panchayat shall enter into MOU with the VO for providing the service on payment of service cost. Forward copies of the Muster rolls duly attested and recommended to Mandal Parishad Development Officer (MPDO) for securing payment orders.

Field Assistant

The implementation of MGNREGS involves a considerable organizational burden at the level of the Gram Panchayat. At the Village Level Panchayat Secretary is assisted by Field Assistant for implementing and executing the MGNREGS.
A Field Assistant (FA) will be positioned in each Panchayat. The FA shall report to Panchayat Secretary. Where there are 5 or more habitations in the GP there will be another FA. GP wills short list three candidates for selection as FA in the GS with the facilitation support of Programme Officer and VO. The MPDO will consider the short-listed 3 candidates sent by the Gram Panchayat and other eligible candidates who apply directly to MPDO. The MPDO will finalize one person from all these candidates duly following the rule of reservation taking mandal as unit. In any case FA selected shall belong to the same village.

**Responsibilities of Field Assistant**

The Field Assistant is responsible to discharge the following duties.**11**

- The field assistant shall assist the Panchayat Secretary in maintaining the records
- Take the measurements for the works identified in Gram Sabha
- Give mark out at worksites.
- Maintain Muster Rolls.
- Provide technical support to Labour groups.
- Measure the work done on weekly basis.
- Close the Muster Roll every Saturday and submit to the Panchayat Secretary for onward submission to the MPDO.
- Maintain the register of material procured and consumed.
- Provide information in the designated format to VO to maintain Village Information Board.
**Registers to be maintained:**

The following are the registers maintained by the field assistant in each panchayat.

1. EGS Registration and Job Card Register — Form 26
2. Register of applicants seeking work — Form 27
3. Muster roll receipt register — Form 30
4. Employment Register — Form 32
5. Asset Register — Form 33
6. Grievance register — Form 34

**Coordination among Agencies**

The Panchayats at different levels will need to coordinate with each other for the effective implementation of the Act. Similarly, the Panchayats and the District/Mandal administration will have to work together.

**Resource Support**

The Central and the State Governments will facilitate the implementation of the Act through timely and adequate resource support.

**Other Implementation Agencies**

In addition to Panchayats, Line Departments has been identified as Executing Agencies. The line departments shall be responsible for following the provisions of the Scheme and to ensure quality of works that they execute. For the works executed by the Executing Agencies, the Muster rolls will be maintained by the Field Assistant. Pay orders for the works will be issued by the MPDO.
Role of Civil Society Organizations (CBOs, Labour groups and NGOs)

The Schedule IV of the MGNREGA gives scope for the participation of Community Based Organisations, like Non-Governmental Organisations, Labour Groups to take part in the scheme.

Community Based Organisations

It is expected that the civil society organisations would protect the interests of labour in securing their wage entitlements and ensure facilities at the work sites. They can facilitate backend support for the activities taken under the Scheme to promote livelihoods for the poor.

Labour Groups/ Unions

The labour groups take the following initiatives in the implementation of MGNREGS.\textsuperscript{12}

1. Facilitate dissemination of information related to entitlements to wage seekers and help in their capacity building.
2. Represent on grievances, if any on behalf of the wage seekers to the Programme Officer.
3. Participate and help in the social audit processes.
4. Participate in the monitoring and review committees at various levels.

Non-Government Organisations

MGNREGA facilitates the Non-Government Organisations to take part in the implementation of the scheme in the following manner.\textsuperscript{13}

1. Take up independent programs to disseminate information and build capacities of Gram Panchayats and wage seekers.
2. Try out innovative approaches.
3. Participate in the monitoring and review committees at district and state levels.

4. Represent on the issues related to the implementation of the scheme to the Programme Officer.

**Training of Key Agencies and Institutions**

All key agencies will need to be trained in discharging their responsibilities under the Act. This will include Gram Panchayats, other PRIs, CBOs, District and State-level department personnel involved in implementing MGNREGS.

**Capacity Building Strategy**

The Capacity Building strategy aims at providing inputs on knowledge, attitude and skills required by the stakeholders. It has an initial phase which is very intensive and focused at village level, followed by reinforcing inputs as and when required.

**Objectives of Capacity Building Strategy**

Following are the objectives of the Capacity Building strategy under MGNREGS.¹⁴

1. To develop networking among resource organizations.

2. To decentralize the capacity building strategy.

3. To cover all the stakeholders up to village level.

4. To provide integrated inputs on awareness, planning and handholding on certain tasks.

5. To provide mechanism for continuous monitoring and evaluation.
The Strategy Behind Capacity Building

State Cell: At the state level, a Special Cell in the office of Commissioner of Rural Development (CRD) will provide the required support in coordinating the activities. The other tasks that the special cell will handle include:

1. Identification and short-listing of resource organizations.
2. Identifying core competencies of these organizations.
3. Organise workshops.
4. Shortlist activities & agencies.
5. Receive, scrutinize and finalise proposals.
6. Issue contracts.
7. Monitor the progress of contracted activities.
8. Any other Activity pertaining to trainings required to be taken up at state level.

State Resource Persons

About 35 State Resource Persons (SRPs) will be identified from among the resource persons with various agencies which have expressed interest to work on MGNREGS. The SRPs would be selected based on their experience, expertise, attitude and aptitude to capacity building activities. The responsibilities of the SRPs would be as follows:15

1. Work as a team to develop capacity building modules.
2. Train the District Resource Persons.
3. Follow-up trainings at district level.
4. Consolidate learning’s and provide inputs to improve modules.

The SRPs would work in teams of 4-5 members each and having following competencies.
1. Participatory Planning
2. Preparation of shelf of projects
3. Process Guidelines
4. Facilitation skills
5. Technical knowledge

Each team of SRPs would complement each other and ensure that all aspects of capacity building are covered. The SRPs would be guided by 3-4 persons who have proven experience in the field of planning and implementation of EGS. They may include faculty of NIRD and others.

**District Resource Persons**

The DRPs will be trained at AMR-APARD in batches of 20-25, simultaneously in 7 batches. Each SRP team will handle one DRP team at a time. The duration of the programme will be for 2 days. Activities in this programme would include.¹⁶

1. Introduction to NREG Act
2. Facilitating skills
3. Participatory Planning
4. Preparation of shelf of projects
5. Process Guidelines
6. Any other activities

The programme would include activities which are class-room based as well as practice oriented.

**Mandal Resource Persons**

Each Mandal would be divided into 3 clusters. The MPDO, Mandal Revenue Officer (MRO) and Extension Officer (EO) (PR&RD) would be in
charge of each cluster. They will be assisted by the Community Coordinator, one MRP, and youth (2nos). Thus, each cluster will have a team of resource persons numbering 4 and led by MPDO/MRO/EO (PR&RD).

In a Mandal, about 15 Resource Persons (5X3 clusters) need to be trained as MRPs. The DRPs will divide into teams of 2-3 members each (10 teams per district) and organize training for the MRPs at the Divisional level. In each batch of training, MRPs of 2 Mandals (30nos.) will participate. Thus, each DRP team would be organizing 2-3 training batches for MRPs based on the number of Mandals in the district.

The capacity building programme for MRPs would be for 4 days. All aspects covered for DRPs would be covered here and the focus would be more on practice. Major portion of the training would be supported by audio-visual means followed by discussion.

Workshops at village level

The MRPs in each cluster will draw up a programme of visits to each Gram Panchayat and inform in advance. Each cluster team will have a jeep with them. The jeep will exhibit banners on APREGS and would play advertisements and songs on the audio system fitted to it. A day before the visit of the cluster team of MRPs, Kalajatha team is to visit the GP and give their performance to create awareness. The youth in the MRP team would follow it up through the jeep.

The programme in each GP would be for 3 days. The MRPs will stay in the GP for all the 3 days and carry out activities that would include: 17
1. Rapport building.
2. Orientation on APREGS.
3. Identification of works.
5. Preparing shelf of projects.
6. Obtaining Gram Sabha approval for prioritized works.

The participants in the village workshops would include: Sarpanch, all Ward members, MPTCs, VO Office bearers, SHG leaders, Youth, etc. The MRPs will move to the next GP after the programme is over. Like this, each MRP team would cover 7-8 GPs in a month’s time. After completion of all the GPs in the cluster, the 3 MRP teams would meet at the Mandal level and consolidate the learning’s and plans.

**Communication of MGNREGS**

The Act confers entitlements upon people and puts their demand centre stage. For people to know their rights under the Act, effective communication of information about the Act and the Scheme is essential. The basic features of the Act and the Scheme is widely publicized in local languages. Critical aspects of the Act such as the process of registration and application, the entitlements of MGNREGS workers, social audit and grievance redressal procedures, and the roles of different agencies is communicated in clear and simple language. Multimedia communication processes appropriate for different stakeholders is designed and implemented. Intensive interpersonal communication such as discussions and conventions organized to generate awareness.
While intensive communication should precede the introduction of the Act, communication is also an integral part of the implementation process, aimed at making this legislation a 'People's Act'. The effectiveness of this communication process will be evident in the extent to which people who need work under this Act register and apply for work. Other signs of successful communication include the active involvement of local communities at every stage, prompt grievance redressal, vigilant social audits by the Gram Sabhas, and wide use of the right to information. The communication process so designed to help people articulate their demands and claim their entitlements.

Intensive multi-media communication strategy was launched on January 16th, 2006 with Gram Panchayat kits consisting of a set of publicity material being given to Sarpanches. The GP kit was sent to each GP. A set of posters was sent to each Village Organisation.

The following types of campaigns should be taken up regularly in the State.18

1. **AIR-DDK**: Different programmes i.e. songs, plays, discussions, interviews, experience sharing, problems & solutions, questions etc shall be held.

2. **Short duration 35 mm film**: Short duration 35 mm Films consisting of 4-5 mins shall be produced and released in all Cinema theatres through films division.

3. **Video Spots**: Produce small Video Spots covering key features of MGNREGS-AP and telecast through Citicable in all project districts.
4. **Training films:** 12 films produced for training purpose at different levels should be regularly used as and when training programmes are held.

5. **Slogan writings:** To ensure that slogans are got written on a regular basis.

6. **Wall writings:** The VOs to write wall writings periodically.

7. **Posters, leaflets & door stickers:** Posters, leaflets & door stickers to be distributed to Mandal and village level.

8. **Event based Press note:** Whenever an event is planned/conducted pertaining to Scheme a press note will be issued to all daily news papers as part of communication strategy.

9. **Press tours and conferences:** Press tours and conferences to be conducted once in two months both at state and district level. The reporters to taken for a field visit to interact with wage seekers. The services of community reporters of IKP will be used wherever they are available for conducting individual interviews, opinion polls and collection of success stories.

10. **Publication of articles:** Publication of articles in IKP newsletters with the help of IKP community Reporters.

11. **Migrants recall cards:** With the help of Village poverty document (IKP), the addresses of migrant labourers will be collected by EG mandal resource persons and Village organizations and communicate the message on a post card in the name of district collector mentioning about the benefits the scheme.

12. **Pillar Boards:** Pillar Boards to be erected on important National & ZP Highways in each district.
13. APSRTC Bus Paintings: Paintings with information on MGNREGS-AP on buses shall be taken up periodically.

Planning for Implementation of MGNREGS

Planning is a crucial input to the successful implementation of MGNREGS. A key indicator of success is the timely generation of employment within 15 days while ensuring that the design and selection of works are such that good quality assets are developed. The need to act within a time limit necessitates advance planning. The basic aim of the planning process is to ensure that the district is prepared well in advance to offer productive employment on demand.

The Panchayat Raj bodies are the principal planning and implementation agencies as per NREGA. The word implementation implies monitoring and supervising the implementation of the Act. The PRI bodies also execute the works which implies that the GP, Mandal Parishad and ZP actually carry out the work.

Section 16(4) of the Act requires the Gram Panchayats to forward proposals for MGNREGS projects to the Programme Officer for scrutiny and preliminary approval prior to the commencement of the year in which these projects are to be executed.

The Programme Officer is responsible, under Section 15(3) of the Act, for matching the demand for work in the Mandal with the employment opportunities arising from MGNREGS projects. For this purpose, he/she is expected, under Section 15(4), to prepare a plan for the Mandal by consolidating the proposals of the Gram Panchayats and the Mandal
Panchayats. Under Section 13(3), the Mandal Panchayat has to approve and forward the Mandal Plan to the Zilla Parishad.

Under Section 14(6) of the Act, the District Programme Coordinator is required to prepare a ‘labour budget’ by the end of December for the coming financial year. This labour budget should contain the details of the anticipated demand for unskilled manual work in the district, and the plan for engagement of labourers in MGNREGS works. It should be submitted to the Zilla Parishad.

The need to coordinate different levels of planning, and to prepare a ‘shelf of projects’ to offer employment on demand, requires the preparation of an Annual Plan for the District. This should be done well before the commencement of the year in which the works are to be executed.

The Annual Plan will be like a rolling plan, since the approved shelf of projects will carry over from one financial year to the next. Thus, the Annual Plan cannot be seen in discrete terms. Rather, it should be seen as part of a longer-term strategy for sustainable employment generation in the district. The need to integrate work priorities with a longer-term development strategy are reflected in Schedule I of the Act, which states that the ‘creation of durable assets and strengthening the livelihood resources base of the rural poor shall be an important objective of the Scheme’. It is suggested, therefore, that districts develop Perspective Plans to enable them to assess the causal factors of poverty and possible interventions.

**The District Perspective Plan**

The District Perspective Plan (DPP) is intended to facilitate advance planning and to provide a development perspective for the district. The aim is
to identify the types of MGNREGS-AP works that should be encouraged in the
district, and the potential linkages between these works and long term
employment generation and sustained development.

A District Perspective Plan of five years will have the advantage of
facilitating annual working plans on the basis of which annual budget can be
estimated and drawn up, and also give a continuum to Plan works beyond the
restriction of a financial year. The District Perspective Plan will serve as
framework of long-term planning, but it will be flexible enough to respond to
the new emerging needs of the area, the experience of implementation, and
the new works approved by the Central Government.

Generally, a District Perspective Plan will have the following features:¹⁹
a) **Village-based**: with the village as the unit for planning;
b) **Holistic**: cover socio-economic aspects of development;
c) **Diagnostic**: include a causal analysis of poverty. This will help identify
gaps and needs, and indicate the nature of inputs required;
d) Delineate baselines;
e) Indicate outcome-based strategies;
f) Indicate methods for measurement of outcomes; and
g) Map resources.

The District Perspective Plan will enable the adoption of a project
approach to works rather than just an activity approach. It will also facilitate
an inter-sectoral approach, so that districts can address certain fundamental
causes of poverty in the area.
If the Perspective Plan has been made under the National Food for Work Programme (NFFWP), it should be revisited in order to serve the purposes of NREGA. For this purpose, the draft Plan should be discussed and approved, with modifications if need be, by the Grama Sabha, Gram Panchayat, Mandal Panchayat and Zill Parishad. At the village level, efforts should be made to ensure the participation of those who are likely to seek work under the Act. Their demand for work as well as their preference for the nature and time of work should be elicited, so that the Plan becomes an instrument to give them employment according to their need. Each village should develop its Perspective Plan, so that it can be enmark the incremental improvements associated with MGNREGS.

**Expansion and Growth of MGNREGS in India**

The Act is applicable to areas/districts notified by the Central Government from time to time. In these districts, pre-existing wage employment programmes, the National Food for Work Programme (NFFWP) and the Sampoorna Grameen Rozgar Yojana (SGRY) were merged with NREGA. Mahatma Gandhi NREGA has provided basic income security to a large number of beneficiaries. It provided employment to around 5 crore households, on an average, every year. This is almost one-fourth of the total rural households in the country. Since its inception Mahatma Gandhi NREGA has generated 1575 crore person days of employment upto December, 2013. From financial year 2006-07 up to financial year 2013-14 (upto December 2013) over Rs. 1,55,000 crore has been spent on wages. This is almost 70% of the total expenditure. The Scheme’s notified wages have increased across all States since 2006. The average wage earned per beneficiary has risen
from Rs. 65 per person day in 2006 to Rs. 124 by 2013. Table 3.1 gives the coverage of the scheme in India during as on March 2015.

Table -3.1
Coverage of the Districts, Blocks and Villages under MGNREGS

<table>
<thead>
<tr>
<th>S. No</th>
<th>Particulars</th>
<th>Figures</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>No. of Districts</td>
<td>660</td>
</tr>
<tr>
<td>2</td>
<td>Total No. of Blocks</td>
<td>6,847</td>
</tr>
<tr>
<td>3</td>
<td>Total No. of GPs</td>
<td>2,57,704</td>
</tr>
<tr>
<td>4</td>
<td>Total No. of Job Cards(In Cr)</td>
<td>13.24</td>
</tr>
<tr>
<td>5</td>
<td>Total No. of Workers(In Cr)</td>
<td>27.79</td>
</tr>
<tr>
<td>6</td>
<td>(i)SC worker % as of total Workers</td>
<td>19.55</td>
</tr>
<tr>
<td>7</td>
<td>(ii)ST worker % as of total Workers</td>
<td>15.1</td>
</tr>
<tr>
<td>8</td>
<td>Total No. of Active Job Cards(In Cr)</td>
<td>6.54</td>
</tr>
<tr>
<td>9</td>
<td>Total No. of Active Workers(In Cr)</td>
<td>10.17</td>
</tr>
</tbody>
</table>

Source: http://nrega.nic.in

It is evident from table 3.1 that the total number of districts covered under the MGNREGS programme at national level stood at 660. In these districts 6, 847 blocks/Taluks/Mandals were covered. In these Taluks/ Blocks/ mandals 2, 57, 704 gram Panchayats were covered. It means that the programme is extended to all rural districts in the country. As on March 2015, 13.24 crore job cards were issued and 27.79 workers working under the scheme. The percentage of Scheduled Caste and Scheduled Tribe workers constitute 19.55 per cent and 15.1 per cent respectively.

Progress of MGNREGS

Table 3.2 gives the details of coverage of the scheme in India during the last three years.
### Table-3.2

**Progress of MGNREGS in India during the years 2012-13 to-2014-15**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Approved Labour Budget [In Cr]</td>
<td>278.71</td>
<td>258.57</td>
<td>220.67</td>
</tr>
<tr>
<td>Person days Generated so far [In Cr]</td>
<td>230.46</td>
<td>220.37</td>
<td>166.2</td>
</tr>
<tr>
<td>% of Total Labour Budget (LB)</td>
<td>82.69</td>
<td>85.23</td>
<td>75.32</td>
</tr>
<tr>
<td>% as per Proportionate LB</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>SC person days % as of total person days</td>
<td>22.22</td>
<td>22.81</td>
<td>22.4</td>
</tr>
<tr>
<td>ST person days % as of total person days</td>
<td>17.79</td>
<td>17.52</td>
<td>16.97</td>
</tr>
<tr>
<td>Women Person days out of Total (%)</td>
<td>51.3</td>
<td>52.82</td>
<td>54.88</td>
</tr>
<tr>
<td>Average days of employment provided per Household</td>
<td>46.2</td>
<td>45.97</td>
<td>40.17</td>
</tr>
<tr>
<td>(i) Average Person Days for SC Households</td>
<td>44.92</td>
<td>45.28</td>
<td>39.67</td>
</tr>
<tr>
<td>(ii) Average Person Days for ST Households</td>
<td>49.97</td>
<td>48.93</td>
<td>40.11</td>
</tr>
<tr>
<td>Average Wage rate per day per person (Rs.)</td>
<td>121.41</td>
<td>132.7</td>
<td>143.92</td>
</tr>
<tr>
<td>Total No of HHs completed 100 Days of Wage Employment</td>
<td>51,73,487</td>
<td>46,59,347</td>
<td>24,92,501</td>
</tr>
<tr>
<td>% payments generated within 15 days</td>
<td>50.09</td>
<td>50.09</td>
<td>26.85</td>
</tr>
<tr>
<td>Total Households Worked [In Cr]</td>
<td>4.99</td>
<td>4.79</td>
<td>4.14</td>
</tr>
<tr>
<td>Total Individuals Worked [In Cr]</td>
<td>7.97</td>
<td>7.39</td>
<td>6.22</td>
</tr>
<tr>
<td>% of Men Worked</td>
<td>52.93</td>
<td>52.03</td>
<td>49.77</td>
</tr>
<tr>
<td>% of Women Worked</td>
<td>47.07</td>
<td>47.97</td>
<td>50.23</td>
</tr>
<tr>
<td>% of SC Worked</td>
<td>22.79</td>
<td>22.93</td>
<td>22.25</td>
</tr>
<tr>
<td>% of ST Worked</td>
<td>17.92</td>
<td>17.88</td>
<td>18.38</td>
</tr>
<tr>
<td>% of Disabled Persons Worked</td>
<td>0.57</td>
<td>0.66</td>
<td>0.67</td>
</tr>
</tbody>
</table>

Source: [http://nrega.nic.in](http://nrega.nic.in)

It is clear from table 3.2 that the person days generated under the scheme showing downward trends during the three years period. The person days of Scheduled Caste as per cent of total days ranges between 22.81 per cent to 22.22 per cent. The person days of Scheduled Tribes under the
scheme is gradually decreasing. It is welcome development to note that the per cent of women working under the scheme showing upward trends. The average days of employment provided per household and average person days of SC and ST households are gradually decreasing. The total number of households completed 100 Days of wage employment sharply fall down in 2014-2015. The percentage of payments generated within 15 days is also sharply decreased in 2014-2015.

**Work Progress**

The particulars with regard to progress of works under MGNREGS are presented in table 3.3.

### Table 3.3

**Work Progress under MGNREGS at National Level**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of GPs with NIL exp</td>
<td>25,152</td>
<td>27,154</td>
<td>39,338</td>
</tr>
<tr>
<td>Total No. of Works Taken up (New+ Spill Over)[In Lakhs]</td>
<td>104.62</td>
<td>93.52</td>
<td>97.89</td>
</tr>
<tr>
<td>Number of Ongoing Works[In Lakhs]</td>
<td>79.09</td>
<td>66.1</td>
<td>68.87</td>
</tr>
<tr>
<td>Number of Completed Works[In Lakhs]</td>
<td>25.53</td>
<td>27.42</td>
<td>29.02</td>
</tr>
<tr>
<td>% of Expenditure on Agriculture &amp; Agriculture Allied Works</td>
<td>56.1</td>
<td>52.77</td>
<td>52.81</td>
</tr>
</tbody>
</table>

Source: [http://nrega.nic.in](http://nrega.nic.in)

The total number of works taken up under the scheme is not evenly distributed over the years. The number of ongoing works under the scheme showing downward trends during three years of study. On the other hand the number of completed works is gradually increasing under the scheme. More
than half of the expenditure under the scheme is incurred on agriculture and allied activities.

**Financial Progress**

The financial allocations and expenditure under the scheme at national level is presented in table 3.4.

### Table 3.4

**Financial Progress under MGNREGS at National Level**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Wages [In Cr]</td>
<td>27,153.52</td>
<td>26,491.21</td>
<td>24,188.86</td>
</tr>
<tr>
<td>Material and skilled wages [In Cr]</td>
<td>10,429.97</td>
<td>9,693.72</td>
<td>9,421.44</td>
</tr>
<tr>
<td>Total Adm Expenditure [In Cr]</td>
<td>2,194.78</td>
<td>2,367.68</td>
<td>2,415.77</td>
</tr>
<tr>
<td>Total Exp [In Cr]</td>
<td>39,778.27</td>
<td>38,552.62</td>
<td>36,026.07</td>
</tr>
<tr>
<td>% Total Exp through eFMs</td>
<td>13.7</td>
<td>37.17</td>
<td>77.35</td>
</tr>
<tr>
<td>Liability (Wages) [In Cr]</td>
<td>321.86</td>
<td>470.88</td>
<td>477.34</td>
</tr>
<tr>
<td>Material (%)</td>
<td>27.75</td>
<td>26.79</td>
<td>28.03</td>
</tr>
<tr>
<td>Admin Exp (%)</td>
<td>5.52</td>
<td>6.14</td>
<td>6.71</td>
</tr>
<tr>
<td>Total Release (center+state+received this year release last year)</td>
<td>33,72,827.64</td>
<td>36,59,710.04</td>
<td>35,04,691.13</td>
</tr>
<tr>
<td>Total Availability</td>
<td>46,46,378.95</td>
<td>42,10,388.25</td>
<td>37,58,803.34</td>
</tr>
<tr>
<td>Percentage Utilization</td>
<td>85.61</td>
<td>91.56</td>
<td>95.84</td>
</tr>
<tr>
<td>Average Cost Per Day Per Person (In Rs.)</td>
<td>170.34</td>
<td>183.47</td>
<td>203.41</td>
</tr>
</tbody>
</table>

Source: [http://nrega.nic.in](http://nrega.nic.in)

It is evident from the table 3.4 that the total wage amount allocated under the scheme is gradually decreasing. In 2012-13 27,153.52 crores were allocated for wages and by 2014-2015 the total wage amount decreased to 24,188.82 crores. The expenditure incurred under the head of material and skilled wages is also showing declining trends. In corollary to the decrease in wage amount, material skilled labour wages the total expenditure made under the scheme is also showing declining trend.
MGNREGS in Andhra Pradesh

The implementation of NREGA calls for the formulation of Rural Employment Guarantee Scheme by the State Governments. The Scheme so formulated would have to provide for the minimum features specified in Schedule I of the Act and may prescribe conditions, which are without prejudice to the conditions specified in Schedule II of the Act. Accordingly, the Government of Andhra Pradesh has formulated the rules and regulations for the implementation of the Scheme on 28th January 2006 to provide not less than one hundred days of guaranteed wage employment in a financial year to every household in rural areas covered under the Scheme and whose adult members volunteer to do unskilled manual work subject to the conditions stipulated in the Act and notified in the Scheme.

Expansion of MGNREGS in Andhra Pradesh

The MGNREGS was extended to all 22 rural districts of Andhra Pradesh in a phased manner. Table 3.5 gives the phase wise expansion of the programme in the state.

Table – 3.5
Phase wise Coverage of Districts under MGNREGS in Andhra Pradesh

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Phases</th>
<th>Month and Year</th>
<th>Districts Covered</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Phase-I</td>
<td>February 2006</td>
<td>Adilabad, Anantapur, Chittoor, Kadapa, Karimnagar, Khamam, Mahaboob Nagar, Medak, Nalgonda, Nizamabad, Ranga Reddy, Vijayanagaram, Warangal</td>
</tr>
<tr>
<td>2</td>
<td>Phase-II</td>
<td>May 2007</td>
<td>East Godavari, Kurnool, Guntur, Nellore, Prakasam and Srikakuklam</td>
</tr>
<tr>
<td>3</td>
<td>Phase-III</td>
<td>April 2008</td>
<td>Krishna, Visakhapatnam, West Godavari</td>
</tr>
</tbody>
</table>

The table 3.5 shows that during the first phase the MGNREGS was launched in 13 districts of Andhra Pradesh, out of which all nine districts are from Telangana region of the state. In Rayalaseema region 3 districts and in coastal Andhra only one district was covered. The fundamental reason for the inclusion of large number of districts in Telangana and Rayalaseema region is that these districts are not well developed, when compared to other coastal districts of the state. During the second phase the scheme extended to 6 districts of the state, in which 5 districts are from coastal Andhra and one from Rayalaseema region. In the last phase 3 districts of coastal Andhra were covered under the scheme. In all 22 out of 23 districts were covered by the scheme. As this scheme is intended to provide employment for the rural poor, the district of Hyderabad is not covered under this scheme.

**Female Participation in MGNREGS**

An important objective of MGNREGA has been to encourage women’s effective participation, both as workers and as administrators. For instance, according to MGNREGA guidelines, at least one-third of the beneficiaries shall be women who have registered and requested for work under the programme. Further, since employment is provided within 5 km radius of the village, it has the potential to bolster women’s participation. The table 3.6 provides some insights into the implementation of the scheme in terms of providing equitable and easy access to work to rural women.
Table 3.6
Gender Wise Work and Wage Earning Analysis in Andhra Pradesh

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Male registered</td>
<td>9131221</td>
<td>9131221</td>
<td>9131221</td>
<td>9131221</td>
<td>9131221</td>
<td>9131221</td>
<td>9131221</td>
<td>9131221</td>
<td>9131221</td>
</tr>
<tr>
<td>Female registered</td>
<td>8497124</td>
<td>8497124</td>
<td>8497124</td>
<td>8497124</td>
<td>8497124</td>
<td>8497124</td>
<td>8497124</td>
<td>8497124</td>
<td>8497124</td>
</tr>
<tr>
<td>Male working</td>
<td>544824</td>
<td>1768368</td>
<td>2656286</td>
<td>2883591</td>
<td>3033634</td>
<td>2457396</td>
<td>2762897</td>
<td>2787000</td>
<td>2583426</td>
</tr>
<tr>
<td>% Male Working</td>
<td>47.73</td>
<td>48.14</td>
<td>48.37</td>
<td>48.04</td>
<td>47.70</td>
<td>46.85</td>
<td>47.02</td>
<td>46.69</td>
<td>46.12</td>
</tr>
<tr>
<td>Female working</td>
<td>596689</td>
<td>1904793</td>
<td>2834858</td>
<td>3118667</td>
<td>3325893</td>
<td>2787911</td>
<td>3113323</td>
<td>3182313</td>
<td>3018626</td>
</tr>
<tr>
<td>%Female Working</td>
<td>52.27</td>
<td>51.86</td>
<td>51.63</td>
<td>51.96</td>
<td>52.30</td>
<td>53.15</td>
<td>52.98</td>
<td>53.31</td>
<td>53.88</td>
</tr>
<tr>
<td>Male wage (Rs. In Lakhs)</td>
<td>10113.51</td>
<td>36725.57</td>
<td>45305.51</td>
<td>84493.27</td>
<td>80683.21</td>
<td>28148.14</td>
<td>90705.55</td>
<td>89407.71</td>
<td>83722.53</td>
</tr>
<tr>
<td>% Male Wage</td>
<td>43.71</td>
<td>44.33</td>
<td>44.55</td>
<td>44.80</td>
<td>45.24</td>
<td>44.22</td>
<td>43.86</td>
<td>43.41</td>
<td>42.73</td>
</tr>
<tr>
<td>Female wage (Rs. In Lakhs)</td>
<td>13026.11</td>
<td>46117.75</td>
<td>56397.48</td>
<td>104125.2</td>
<td>97661.38</td>
<td>103624.67</td>
<td>116103.96</td>
<td>116546.16</td>
<td>112212.8</td>
</tr>
<tr>
<td>% Female Wage</td>
<td>56.29</td>
<td>55.67</td>
<td>55.45</td>
<td>55.20</td>
<td>54.76</td>
<td>55.78</td>
<td>56.14</td>
<td>56.59</td>
<td>57.27</td>
</tr>
<tr>
<td>Male average</td>
<td>81.15</td>
<td>79.72</td>
<td>82.3</td>
<td>89.35</td>
<td>97.3</td>
<td>99.18</td>
<td>108.03</td>
<td>114.53</td>
<td>129.05</td>
</tr>
<tr>
<td>Female average</td>
<td>78.97</td>
<td>79.09</td>
<td>80.62</td>
<td>87.23</td>
<td>94.79</td>
<td>95.35</td>
<td>102.67</td>
<td>108.11</td>
<td>122.07</td>
</tr>
</tbody>
</table>

Source: www.anregs.gov.in
It is evident from table 3.6 that the number male and female registered under MGNREGS in Andhra Pradesh is constant during nine years of study. The actual number of males working under the programme gradually increased during first five years of the study and last two years of study. The percentage of men working under the scheme ranges between 46.12 per cent to 48.14 per cent. The number of female working under MGNREGS in the state is gradually increasing except 2011-12 and 2014-15. The percentage of women participation under the scheme is highest i.e. 53.31 per cent in 2013-2014 and lowest i.e. 51.63 per cent in 2008-2009. The share of women wages to men wages is higher as their number is high under the scheme. The average wage for male is higher than female wage during 9 years of study of the programme in the state.

Caste Wise Work and Wage Analysis

Social category wise the number of workers working under MGNREGS the total number of days worked by each social category workers and the wages they received is presented in the table 3.7.
# Table-3.7

Caste Community Work & Wage Analysis under MGNREGS in Andhra Pradesh

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>BC-No of regd HHs</td>
<td>3701446</td>
<td>3701446</td>
<td>3701446</td>
<td>3701446</td>
<td>3701446</td>
<td>3701446</td>
<td>3701446</td>
<td>3701446</td>
<td>3701446</td>
</tr>
<tr>
<td>BC-No of working HHs</td>
<td>376627</td>
<td>1124883</td>
<td>1512471</td>
<td>1583043</td>
<td>1589821</td>
<td>1358517</td>
<td>1570269</td>
<td>1643157</td>
<td>1578813</td>
</tr>
<tr>
<td>% of BC- working HHs</td>
<td>10.18</td>
<td>30.39</td>
<td>40.86</td>
<td>42.77</td>
<td>42.95</td>
<td>36.70</td>
<td>42.42</td>
<td>44.39</td>
<td>42.65</td>
</tr>
<tr>
<td>BC-Total wage(Rs in Lakhs)</td>
<td>11145.42</td>
<td>39623.54</td>
<td>50499.78</td>
<td>94433.35</td>
<td>77155.28</td>
<td>79073.05</td>
<td>100785.62</td>
<td>102161.1</td>
<td>93746.79</td>
</tr>
<tr>
<td>BC-Days worked</td>
<td>13907055</td>
<td>48631414</td>
<td>62194056</td>
<td>108073223</td>
<td>82591345</td>
<td>83907854</td>
<td>98334296</td>
<td>95043853</td>
<td>76467631</td>
</tr>
<tr>
<td>SC-No of regd HHs</td>
<td>2052665</td>
<td>2052665</td>
<td>2052665</td>
<td>2052665</td>
<td>2052665</td>
<td>2052665</td>
<td>2052665</td>
<td>2052665</td>
<td>2052665</td>
</tr>
<tr>
<td>SC-No of working HHs</td>
<td>208468</td>
<td>630536</td>
<td>837613</td>
<td>850374</td>
<td>859699</td>
<td>777592</td>
<td>846031</td>
<td>875701</td>
<td>832947</td>
</tr>
<tr>
<td>% of SC- working HHs</td>
<td>10.16</td>
<td>30.72</td>
<td>40.81</td>
<td>41.43</td>
<td>41.88</td>
<td>37.88</td>
<td>41.22</td>
<td>42.66</td>
<td>40.58</td>
</tr>
<tr>
<td>SC-Total wage(Rs in Lakhs)</td>
<td>6240.22</td>
<td>21392.64</td>
<td>25699.79</td>
<td>36084.99</td>
<td>47951.45</td>
<td>46851.57</td>
<td>46869.69</td>
<td>43579.26</td>
<td>43579.26</td>
</tr>
<tr>
<td>SC-Days worked</td>
<td>8089410.5</td>
<td>26533262</td>
<td>31732323</td>
<td>50374954</td>
<td>38795466</td>
<td>49846063</td>
<td>44925180</td>
<td>42120869</td>
<td>35371500</td>
</tr>
<tr>
<td>ST-No of regd HHs</td>
<td>716801</td>
<td>716801</td>
<td>716801</td>
<td>716801</td>
<td>716801</td>
<td>716801</td>
<td>716801</td>
<td>716801</td>
<td>716801</td>
</tr>
<tr>
<td>ST-No of working HHs</td>
<td>55229</td>
<td>188245</td>
<td>288019</td>
<td>32153</td>
<td>329528</td>
<td>301936</td>
<td>316984</td>
<td>322823</td>
<td>321597</td>
</tr>
<tr>
<td>% of ST- working HHs</td>
<td>7.70</td>
<td>26.26</td>
<td>40.18</td>
<td>46.34</td>
<td>45.97</td>
<td>42.12</td>
<td>44.13</td>
<td>45.04</td>
<td>44.87</td>
</tr>
<tr>
<td>ST-Total wage(Rs in Lakhs)</td>
<td>1312.96</td>
<td>6845.38</td>
<td>8792.05</td>
<td>23220.63</td>
<td>21734.24</td>
<td>29035.67</td>
<td>25132.45</td>
<td>23722.15</td>
<td>24494.43</td>
</tr>
<tr>
<td>ST-Days worked</td>
<td>1660784</td>
<td>8138929</td>
<td>10269051</td>
<td>24099468</td>
<td>20537969</td>
<td>28052572</td>
<td>22273693</td>
<td>19616515</td>
<td>17866261</td>
</tr>
<tr>
<td>Minorities-No of regd HHs</td>
<td>124024</td>
<td>124902</td>
<td>124902</td>
<td>124902</td>
<td>124902</td>
<td>124902</td>
<td>124902</td>
<td>124902</td>
<td>124902</td>
</tr>
<tr>
<td>Minorities-No of working HHs</td>
<td>7286</td>
<td>23933</td>
<td>35156</td>
<td>35221</td>
<td>37847</td>
<td>33746</td>
<td>38474</td>
<td>42694</td>
<td>40760</td>
</tr>
<tr>
<td>% of Minorities- working HHs</td>
<td>5.83</td>
<td>19.16</td>
<td>28.15</td>
<td>28.20</td>
<td>30.30</td>
<td>27.02</td>
<td>30.80</td>
<td>32.63</td>
<td>32.63</td>
</tr>
<tr>
<td>Minorities-Total wage(Rs in Lakhs)</td>
<td>236.03</td>
<td>957.66</td>
<td>1371.03</td>
<td>2146.6</td>
<td>1709.69</td>
<td>1849.5</td>
<td>2004.45</td>
<td>2151.67</td>
<td>2014.61</td>
</tr>
<tr>
<td>Minorities-Days worked</td>
<td>285982.5</td>
<td>1142999</td>
<td>12625641.5</td>
<td>2428586.1</td>
<td>1849079</td>
<td>1906688</td>
<td>1908989</td>
<td>1915996</td>
<td>1629970</td>
</tr>
<tr>
<td>Others-No of regd HHs</td>
<td>1809555</td>
<td>1809555</td>
<td>1809555</td>
<td>1809555</td>
<td>1809555</td>
<td>1809555</td>
<td>1809555</td>
<td>1809555</td>
<td>1809555</td>
</tr>
<tr>
<td>Others-No of working HHs</td>
<td>154111</td>
<td>450706</td>
<td>573844</td>
<td>552380</td>
<td>546795</td>
<td>434056</td>
<td>517742</td>
<td>566372</td>
<td>559987</td>
</tr>
<tr>
<td>% of Others- working HHs</td>
<td>8.63</td>
<td>24.91</td>
<td>31.96</td>
<td>30.53</td>
<td>30.22</td>
<td>23.99</td>
<td>28.16</td>
<td>31.30</td>
<td>30.95</td>
</tr>
<tr>
<td>Others-Total wage(Rs in Lakhs)</td>
<td>4846.96</td>
<td>15191.61</td>
<td>17091.17</td>
<td>27648.75</td>
<td>22634.05</td>
<td>21802.85</td>
<td>27683.68</td>
<td>29685.62</td>
<td>30300.94</td>
</tr>
<tr>
<td>Others-Days worked</td>
<td>6027483</td>
<td>18786002</td>
<td>20789918</td>
<td>31615154</td>
<td>24328380</td>
<td>22670284</td>
<td>26633070</td>
<td>26527459</td>
<td>24526111</td>
</tr>
</tbody>
</table>

Source: www.anregs.gov.in
The data in table 3.7 shows that the number of registered households under different social categories is constant throughout nine years of the study. Among the working households percentage the BCs ranges between 10.18 per cent to 44.39 (2013-14) per cent. The percentage of working households among the registered Scheduled Caste households is lowest (10.16 per cent) in 2006-2007 and highest (42.66 per cent) in 2013-14. Among registered Scheduled Tribe household the highest percent (46.34) of household participated in MGNREGS in 2009-2010. The participation of registered minority households under MGNREGS ranges between 5.83 per cent (2006-07) to 34.18 per cent (2013-14). The other category household participation under MGNREGS is lowest (8.53 per cent) in 2006-07 and highest (31.96 per cent) in 2008-09.

The percentage of Backward Class working Households among total households is higher during 9 years of study in the state. The second place in this regard is occupied by Scheduled Caste households. The third and fourth places were occupied by others and Scheduled Tribes. The share of Minorities among total households participation never crossed 2 per cent.

**Participation of SHG Women**

There is a special data on the enrollment and participation of Self Help Groups (SHG) members in MGNREGS programme in the state. Table 3.8 gives the particulars of registered SHG members and working SHG members under the scheme in Andhra Pradesh state.
Table-3.8

SHG Participation in MGNREGS in Andhra Pradesh

<table>
<thead>
<tr>
<th>Year</th>
<th>Regd. SHG members</th>
<th>SHG Members Working</th>
<th>% of SHGs Working</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006-07</td>
<td>772752</td>
<td>108679</td>
<td>14.06</td>
</tr>
<tr>
<td>2007-08</td>
<td>772752</td>
<td>255659</td>
<td>33.08</td>
</tr>
<tr>
<td>2008-09</td>
<td>772752</td>
<td>338158</td>
<td>43.76</td>
</tr>
<tr>
<td>2009-10</td>
<td>772752</td>
<td>355408</td>
<td>45.99</td>
</tr>
<tr>
<td>2010-11</td>
<td>772752</td>
<td>362996</td>
<td>46.97</td>
</tr>
<tr>
<td>2011-12</td>
<td>772752</td>
<td>333730</td>
<td>43.19</td>
</tr>
<tr>
<td>2012-13</td>
<td>772752</td>
<td>354006</td>
<td>45.81</td>
</tr>
<tr>
<td>2013-14</td>
<td>772752</td>
<td>351502</td>
<td>45.49</td>
</tr>
<tr>
<td>2014-15</td>
<td>772752</td>
<td>336541</td>
<td>43.55</td>
</tr>
</tbody>
</table>

Source: www.anregs.gov.in

It is clear from table 3.8 that the registered SHG members in the MGNREGS in the state are constant during the study period. The percentage of SHG women participating in the scheme showing gradual improvement during first five years of study. But after that it is erratically distributed. The highest and lowest per cent of SHG women participation in MGNREGS is registered in 2010-2011 and 2006-2007.

**Participation of Physically Challenged**

There are special provisions in MGNREGA for the participation to physically challenged persons. The concerned shall show such type of works which are suitable to their strength. Table 3.9 gives the particulars disabled participation in MGNREGS in the state of Andhra Pradesh.
Table -3.9
Disable Participation in MGNREGS in Andhra Pradesh

<table>
<thead>
<tr>
<th>Year</th>
<th>Regd. Disabled members</th>
<th>Disabled Working</th>
<th>% of Disabled Working</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006-07</td>
<td>193987</td>
<td>10,504</td>
<td>5.41</td>
</tr>
<tr>
<td>2007-08</td>
<td>193987</td>
<td>30,542</td>
<td>15.74</td>
</tr>
<tr>
<td>2008-09</td>
<td>193987</td>
<td>43,547</td>
<td>22.45</td>
</tr>
<tr>
<td>2009-10</td>
<td>193987</td>
<td>46,078</td>
<td>23.75</td>
</tr>
<tr>
<td>2010-11</td>
<td>193987</td>
<td>46,514</td>
<td>23.98</td>
</tr>
<tr>
<td>2011-12</td>
<td>193987</td>
<td>50,818</td>
<td>26.20</td>
</tr>
<tr>
<td>2012-13</td>
<td>193987</td>
<td>71,493</td>
<td>36.85</td>
</tr>
<tr>
<td>2013-14</td>
<td>193987</td>
<td>77,406</td>
<td>39.90</td>
</tr>
<tr>
<td>2014-15</td>
<td>193987</td>
<td>75,181</td>
<td>38.76</td>
</tr>
</tbody>
</table>

Source: www.anregs.gov.in

It is clear from table 3.9 that the number of registered disabled member under MGNREGS in the state is constant throughout nine years of study. The actual number of disabled working under the scheme is gradually increasing except in 2014-15. The percentage of disabled working under the scheme ranges between 5.41 per cent to 39.90 per cent.

Work category Analysis

The major work wise person days of employment and wage amount allocated for such works in Andhra Pradesh State is presented in table 3.10.
Table-3.10

**Work category Analysis in Andhra Pradesh**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Wage Amount for water harvest &amp; consrv(Rs.in Lakhs)</td>
<td>10096.79</td>
<td>26776.23</td>
<td>35645.55</td>
<td>31934.86</td>
<td>81319.31</td>
<td>53060.86</td>
<td>32964.25</td>
<td>23456.41</td>
<td></td>
</tr>
<tr>
<td>Person Days for water harvest &amp; consrv</td>
<td>12116008</td>
<td>29827563</td>
<td>38188295</td>
<td>35102198</td>
<td>82698966</td>
<td>48241089</td>
<td>29380486</td>
<td>18984518</td>
<td></td>
</tr>
<tr>
<td>Wage Amount for Drought Proofing(Rs.in Lakhs)</td>
<td>2035.61</td>
<td>1376.17</td>
<td>1081.83</td>
<td>773.27</td>
<td>1627.42</td>
<td>16564.47</td>
<td>22568.03</td>
<td>10540.61</td>
<td>8397.76</td>
</tr>
<tr>
<td>Person Days for Drought Proofing</td>
<td>2105835</td>
<td>1660364</td>
<td>1187039</td>
<td>816446</td>
<td>1628227</td>
<td>16071285</td>
<td>20547397</td>
<td>8349132</td>
<td>5283968</td>
</tr>
<tr>
<td>Wage Amount for Irrigtn provsn(Rs.in Lakhs)</td>
<td>22.51</td>
<td>3407.42</td>
<td>11507.01</td>
<td>58968.55</td>
<td>46948.09</td>
<td>11829.22</td>
<td>20223.29</td>
<td>35992.81</td>
<td>43827.39</td>
</tr>
<tr>
<td>Person Days for Irrigtn provsn</td>
<td>25548</td>
<td>3845210</td>
<td>12907287</td>
<td>65523634</td>
<td>49720704</td>
<td>12159172</td>
<td>18014235</td>
<td>31151890</td>
<td>33866692</td>
</tr>
<tr>
<td>Wage Amount for Renovtn(Rs.in Lakhs)</td>
<td>3217.49</td>
<td>17045.27</td>
<td>29788.27</td>
<td>72206.29</td>
<td>56650.94</td>
<td>19278.05</td>
<td>62105.63</td>
<td>52478.44</td>
<td>53324.35</td>
</tr>
<tr>
<td>Person Days for Renovtn</td>
<td>4716827</td>
<td>20386773</td>
<td>36846531</td>
<td>83295664</td>
<td>59563043</td>
<td>21181206</td>
<td>60637754</td>
<td>52978498</td>
<td>47540923</td>
</tr>
<tr>
<td>Wage Amount for Flood ctrl works(Rs. in Lakhs)</td>
<td>1.1</td>
<td>488.05</td>
<td>378.77</td>
<td>440.02</td>
<td>1304.64</td>
<td>1857.61</td>
<td>2804.27</td>
<td>3217.67</td>
<td>2532.37</td>
</tr>
<tr>
<td>Person Days for Flood ctrl works</td>
<td>1233.5</td>
<td>541866</td>
<td>424218</td>
<td>476491.5</td>
<td>1361107</td>
<td>1826878</td>
<td>2543262</td>
<td>3045564</td>
<td>2227459</td>
</tr>
<tr>
<td>Wage Amount Rural(Rs. in Lakhs)</td>
<td>10.66</td>
<td>627.27</td>
<td>2517.02</td>
<td>2608.67</td>
<td>11434.79</td>
<td>13456.31</td>
<td>14593.5</td>
<td>18264.71</td>
<td>11814.81</td>
</tr>
<tr>
<td>Person Days Rural</td>
<td>18887</td>
<td>790619</td>
<td>2692212</td>
<td>3082835</td>
<td>11303154</td>
<td>14506914</td>
<td>15340534</td>
<td>19734796</td>
<td>11146271</td>
</tr>
<tr>
<td>Wage Amount for Others(Rs. in Lakhs)</td>
<td>8597.3</td>
<td>37638.87</td>
<td>28333.54</td>
<td>24249.77</td>
<td>28573.67</td>
<td>46970.15</td>
<td>38183.27</td>
<td>40433.86</td>
<td>41079.95</td>
</tr>
<tr>
<td>Person Days for Others</td>
<td>10700822</td>
<td>45489238</td>
<td>33796612</td>
<td>27290107</td>
<td>30202066</td>
<td>47409503</td>
<td>36320411</td>
<td>38830210</td>
<td>33444740</td>
</tr>
</tbody>
</table>

Source: www.anregs.gov.in
It can be found from table 3.10 that highest number of person days was created for water harvesting and conservation except in 2014-15. As such the amount allocated for such works is highest for water harvesting and conservation. The second place is occupied by other works. However, in 2014-15 other works person day’s occupied first place. The next place is occupied by renovation works. The person days for drought proofing and irrigation is not evenly distributed. The person days for rural connectivity are showing in upward trend. Person days for flood control works is erratically distributed during 8 years of study. More or less same trends are observable in case of wage amount allocated for different works.

**Wage earnings of households**

The number of households registered, households working, total employment days of households, total wages of households and average wage of households is furnished in table 3.11.
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Household registered</td>
<td>82,80,467</td>
<td>82,80,467</td>
<td>82,80,467</td>
<td>82,80,467</td>
<td>82,80,467</td>
<td>82,80,467</td>
<td>82,80,467</td>
<td>82,80,467</td>
<td>82,80,467</td>
</tr>
<tr>
<td>Household working</td>
<td>802021</td>
<td>2418303</td>
<td>3251603</td>
<td>3353171</td>
<td>3363690</td>
<td>2905847</td>
<td>3288814</td>
<td>3450747</td>
<td>3334104</td>
</tr>
<tr>
<td>% HH Working</td>
<td>9.69</td>
<td>29.20</td>
<td>39.27</td>
<td>40.49</td>
<td>40.62</td>
<td>35.09</td>
<td>39.72</td>
<td>41.67</td>
<td>40.26</td>
</tr>
<tr>
<td>Household total days</td>
<td>2,99,70,715</td>
<td>10,32,32,606</td>
<td>12,66,38,898</td>
<td>21,65,91,385</td>
<td>16,81,02,237</td>
<td>18,63,83,440</td>
<td>19,40,75,136</td>
<td>18,52,24,692</td>
<td>15,58,71,832</td>
</tr>
<tr>
<td>Household total wage (in Lakhs)</td>
<td>23781.59</td>
<td>84010.82</td>
<td>103371.74</td>
<td>190996.8</td>
<td>159318.25</td>
<td>179712.52</td>
<td>202457.76</td>
<td>204590.23</td>
<td>194136.03</td>
</tr>
<tr>
<td>Household avg.wage</td>
<td>79.35</td>
<td>81.38</td>
<td>81.63</td>
<td>88.18</td>
<td>94.77</td>
<td>96.42</td>
<td>104.32</td>
<td>110.46</td>
<td>124.55</td>
</tr>
</tbody>
</table>

Source: [www.anregs.gov.in](http://www.anregs.gov.in)
It is clear from table 3.11 that the number of registered households in the state in static during 9 years of study. The percentage of households working under MGNREGS in the state is gradually increasing except 2011-12 and 2014-15. In the same way the number of working households are also increasing except 2011-12 and 2014-15. The total working household days in the district is highest (18,52,24,692) in 2013-14 and lowest in 2006-07 (2,99,7, days). In case of total household wages the same trends are visible. The average wage per household is Rs. 124.55, which is highest during 9 years of study. In 2006-07 Lowest average wage of Rs. 79.35 was registered in 2006-2007.

**Work Status**

The total works taken up in Andhra Pradesh State and their overall status is furnished in table – 3.12.
Table – 3.12
Total Works Overall Status in Andhra Pradesh

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Tech &amp; Admin Sanction Given -(Nos)</td>
<td>1,20,861</td>
<td>46,934</td>
<td>82,247</td>
<td>2,51,461</td>
<td>4,70,343</td>
<td>4,69,154</td>
<td>10,54,486</td>
<td>20,46,434</td>
<td>27,10,279</td>
</tr>
<tr>
<td>Total Tech &amp; Admin Sanction Given -(Rs in Lakh)</td>
<td>70,381.93</td>
<td>33,727.75</td>
<td>87,259.76</td>
<td>3,03,236.81</td>
<td>8,13,130.69</td>
<td>5,07,772.32</td>
<td>10,53,449.17</td>
<td>21,38,985.65</td>
<td>28,41,186.37</td>
</tr>
<tr>
<td>Works Inprogress -(Nos)</td>
<td>65</td>
<td>413</td>
<td>2,733</td>
<td>3,844</td>
<td>33,452</td>
<td>1,05,570</td>
<td>2,49,108</td>
<td>4,73,041</td>
<td>6,53,069</td>
</tr>
<tr>
<td>Works Inprogress -(Rs in Lakh)</td>
<td>1,20,703</td>
<td>521.36</td>
<td>10,842.02</td>
<td>21,027.50</td>
<td>82,707.58</td>
<td>2,18,534.11</td>
<td>4,94,587.92</td>
<td>10,37,451.81</td>
<td>13,31,498.35</td>
</tr>
<tr>
<td>Works Completed -(Nos)</td>
<td>2,293</td>
<td>46,213</td>
<td>78,817</td>
<td>2,46,849</td>
<td>4,35,542</td>
<td>3,08,312</td>
<td>3,69,121</td>
<td>6,38,199</td>
<td>6,50,601</td>
</tr>
<tr>
<td>Works Completed -(Rs in Lakh)</td>
<td>70,212.92</td>
<td>32,886.55</td>
<td>75,742.54</td>
<td>2,81,479.66</td>
<td>7,29,335.03</td>
<td>2,17,930.21</td>
<td>2,93,200.77</td>
<td>4,52,356.46</td>
<td>4,90,416.48</td>
</tr>
<tr>
<td>Shelf of Works -(Nos)</td>
<td>93</td>
<td>308</td>
<td>697</td>
<td>768</td>
<td>1,349</td>
<td>55,272</td>
<td>4,36,257</td>
<td>9,35,194</td>
<td>14,06,609</td>
</tr>
<tr>
<td>Shelf of Works -(Rs in Lakh)</td>
<td>95.84</td>
<td>319.85</td>
<td>675.2</td>
<td>729.65</td>
<td>1,088.08</td>
<td>71,308.01</td>
<td>2,65,660.48</td>
<td>6,49,177.39</td>
<td>10,19,271.55</td>
</tr>
</tbody>
</table>

Source: [www.anregs.gov.in](http://www.anregs.gov.in)
The data in table 3.12 shows that the number of works for which social and administration sanction given is gradually increasing except in 2011-12 financial year. The percentage of works under progress in the state is gradually showing upward trends except in 2009-10. The percentage works completed in the state showing positive trends up to 2011-12. But after that downturn in the percentage of works completed is visible. Tat the cost of completed works, the percentage of shelf of works in the state is sharply increasing from 2012-2013 onwards.

The financial allocations for different works are gradually increasing except 2011-12. In 2006-2007, the total technical and administrative sanction given to various works value is Rs.70,381.93 lakhs. This amount enhanced to 28,41,186.37 lakhs by 2014-2015. It means during 9 years of study the financial allocation for works increased more than 23 times in the state. The amount allocated to the works in progress is gradually increasing 2009-10 and 2014-15 financial years. On the other hand, the amount allocated for completed works showing downward trend. Again, the amount sanctioned to shelf of works is showing upward trends except one or two options.
References


2. Ibid.


