Chapter – 4

ADMINISTRATION
OF MGNREGS
Administration is an essential part of a society and a dominant factor of life in the modern age. Administration is the action part of the government. For any state, administration is like a shadow to a body. As the state is an abstraction, administration is the visible, standing manifestation of the state. Its importance depends on the stage of development of the society. As the society becomes complex and advanced, administration becomes crucial. Administration is an integral part of a society, which has seen the emergence of what has aptly been called the ‘Administrative State’. This is the name given to the state to that in which the executive branch is a dominant one, even though it has the legislature and the Judiciary. The functions of administration everywhere have expanded in scale, range and nature which are continually increasing. The importance of administration is emphasized by Adams Brooks in 1913 is that “social consolidation is not a simple problem. It implies an equivalent capacity for administration. Perfection in administration must be commensurate to the bulk and momentum of the mass to be administered. Otherwise the centrifugal will overcome the centripetal force and the mass will disintegrate. In other words civilization will dissolve”.¹

Administration is of pivotal importance in developing countries like India, which are engaged in a massive effort to lift themselves from a state of poverty, squalor and disease to a level of general happiness and prosperity. Administration is an instrument for change and development. No plan or programme can succeed if its administrative machinery is not fully realized. A country's progress is largely determined by the quality of its administration.
Administration is a moral act and administrator is a moral agent. Administration is the machinery used by the service state to place itself in a position to make plans and programmes success. Administration is also called as a powerful instrument of National Integration.

In this chapter an attempt is made to elaborately discuss the administrative arrangements made for the implementation of MGNREGS from central level to Gram Panchayat level.

Importance of Rural Development Administration

Gandhi underlined the importance of rural India by saying that "India lies in villages". Rural development has been receiving increasing attention across the world. In Indian context rural development assures special significance for these two reasons. First, about two-thirds of the population still lives in villages. Second the backwardness of the rural sector reflects on overall progress of the economy. The rural poor can derive due benefits from the rural development schemes, only with the help of the administration, which needs to be strengthened. The government machinery becomes more responsive to the growing needs of the rural sector. The local level institutions have to ultimately take up the task of rural reconstruction. It shows the importance of administration in developing poor.

The organizational frame work of rural development programmes requires careful planning, taking into account the socio-economic features of each area. As the programmes are related to the local problems, needs and potentials district and block level implementing agencies will have to be given much greater flexibility. So the government has taken certain measures in
rural development administration like seventy third constitutional amendment act 1992, which strengthened the Panchayat Raj Institutions.

While some of the functions of Panchayat Raj are obligatory others like plantations of trees, relief against famine, construction of new bridges, culverts, wells and ponds are discriminatory. These functions are useful for the Panchayats to identify the works under MGNREGS.

**Administrative Arrangements for the Implementation of the Scheme**

The MGNREGS envisages a collaborative partnership between the Central and the State Governments, the Panchayats and the local community. Broadly, the main implementation activities of MGNREGA are at the village and Mandal levels, while coordination activities are mainly at the Mandal and District levels. Planning, supervision and monitoring take place at all levels (village, Mandal, District and State). At each level, the concerned authorities are accountable to the community. The Chart 4.1 gives a clear picture of administrative arrangements for implementation of MGNREGS.
IMPLEMENTATION ARRANGEMENTS

Facilitate CB activities
Ensure participation of District SC Societies
Ensure participation of ITDAS in Tribal Areas
Coordinate with Panchayat Raj Institutions in implementation
• Formulate operational guidelines
• Coordinate, monitor & review EGS with DPCs
• Quality control
• Liaise with State EGS council
• Maintain EGS Fund & release to the districts

Ensure Participation of DRDAs in mobilising & capacity building of wage seekers thru SHGs & their federations

Chart 4.1

Central Employment Guarantee Council
State Employment Guarantee Council
State Govt. (RD Dept.)

CEO, SERP
Comm., RD
Comm., PR
Comm., TW
MD, SC Corp
AMR APARD

Facilitate CB activities
As per the chart 4.1 The Central Employment Guarantee Council, The State Employment Guarantee Council, The Ministry of Rural Development of Andhra Pradesh and the other line departments took part in the execution of MGNREGS with specific role in specific area. The Chief Executive Officer (CEO) of Society for Elimination of Rural Poverty (SERP) takes steps for the effective participation of Self Help Groups (SHGs), Village Organisations (VOs), Mandala Sarinakyas (MSs) and Zilla Samakyas (ZSs). The Commissioner of Panchayat Raj ensures the participation of Panchayat Raj Institutions in the implementation of the MGNREGS. Commissioner of Tribal Welfare will make special arrangements for the implementation of MGNREGS in agency areas. The Managing Director (MD) of Scheduled Caste Corporation ensures participation of District Scheduled Caste Societies in MGNREGS. Alimineti Madhava Reddy Andhra Pradesh Academy of Rural Development (AMR-APARD) facilitates community base activities in the implementation of MGNREGS.

Central Employment Guarantee Council

At the Central level, a Central Employment Guarantee Council (CEGC) will be constituted to deal with the matters concerning dissemination of information, implementation, supervision, monitoring and grievance redressal. The CEGC will consist of members from different fields like senior officials of central ministries, planning commission, State Governments, including 15 non-officials comprising 02 chairpersons of the ZP by rotation, one-third women and not less than other one-third of SCs/STs/OBCs/minorities.
State Employment Guarantee Council

The State Government shall set up Employment Guarantee Council. Andhra Pradesh State Employment Guarantee Council constituted under 12(1) of the NREGA, 2005 shall be the advisory body for the purpose of the AP Rural Employment Guarantee Scheme. It shall advise the State Government on all matters related to the scheme, determine the preferred works, promote dissemination of information about the Act, review the monitoring and redressal mechanisms along with the implementation and prepare the annual report to be placed before the state legislation by the State Government.

Composition of State Employment Guarantee Council

The composition of the State Employment Guarantee Council will be as under.

1) Director.

2) State Programme Manager.

3) Program Manager (Tribal Areas).

4) Program Manager (Technical).

5) Program Manager IT & MIS.

6) Program Manager, Communications and documentation.

7) Finance Manager(Dy.Registrar cadre)

8) Program Manager (Capacity Building & Training).

9) Supporting staff - two Account Assistants, one Civil Engineer, four Programme Executives, five Programme Assistants, two Programme Secretaries, six Messengers- three Office Assistants, two drivers and one Watchman.
Functions of State Employment Guarantee Council

It shall perform any other duty as assigned by the Central Council or the State Government. They are;

1) The State Council shall have the power to undertake an evaluation of the Schemes operating in the state and for that purpose to collect or cause to be collected statistics pertaining to the rural economy and the implementation of the Schemes and Programmes in the state.

2) Deciding on the 'preferred works' to be implemented under APREGS, and recommending the proposals of works to be submitted to the Central Government by the State Government under Schedule I Section 1 (ix) of the Act.

The following are Terms and conditions of the members of the State Employment Guarantee Council.

a) The term of the non official members appointed as the members is for a period of 5 years.

b) The official members of the Council continue to be the members as long as they are in the office.

c) The non official members are entitled for sitting fee to be notified by the State Government, whenever they attend the Council meetings.

d) The State Council shall meet at least once in a quarter.

e) 50% of the members, both official and non official members present in the meeting constitute the quorum for the Council meetings.
CRD /SPC Functions

The Commissioner of Rural Development, who acts as State Programme Coordinator discharges the following duties with regard to MGNREGS.2

1. Formulate operational guidelines for effective implementation of the Scheme

2. Coordinate with the DPCs and ensure that the Scheme is implemented so as to realize its objectives.

3. Design and manage capacity building and IEC inputs.

4. Monitoring and review with District Programme Coordinators/ ADPCs.

5. Quality control and vigilance.


7. Facilitating cross-learning across districts and also at the national level.

8. Promoting innovations and developing new initiatives within the scheme.

9. To ensure that the system of grievance redressal, social audit, application of the right to information, and other measures of public accountability and transparency are effective as well as responsive to the demands of NREGS workers and the community.

Director EGS

Director EGS assists the State Programme Coordinator (SPC) and CRD in the implementation of the programme. Director EGS will report to Commissioner (Rural Development) in implementation of the APREGS. Director will head the EGS unit in the office of the Commissioner Rural Development. He/She is empowered to review and monitor the implementation of the Scheme with PDs DWMA, Programme Officers. The Director is responsible for quality control and vigilance. The State Computer
Centre shall be under the charge of the Director EGS. The following powers, responsibilities and tasks are assigned to Director (EGS):

**Administrative Functions**

The administrative functions of the Director are as follows.

1. Deals with all correspondence including currents.
2. Reply to all currents of routine and non policy type directly.
3. Leave sanction to all program staff and other office staff.
4. Identify the omissions and leakages of the implementation officers at mandal level and district level, including Programme Officers and hired staff and initiate appropriate disciplinary action in order to implement the program effectively and transparently.
5. Write and initiate ACRs of staff of all officers working in the project at state level EGS unit.
6. Day to day administration of the program in the absence of the Commissioner.
7. Any other administrative tasks as assigned by Commissioner, RD.
8. All files from all wings about the program shall go to Commissioner through Director EGS

**Financial Functions**

The following are the financial functions of Director of EGS

1. Purchase, procurement of any material related to program or to administration costing up to Rs. 3, 00,000.
2. Sanction powers for activities such as work time motion studies, training programs, consultancy works and other expenditure up to Rs 5, 00,000.
3. Support Commissioner in all financial management matters, Budget and Expenditure.

4. All files from all units of program relating to finance management shall go to Commissioner through Director EGS.

5. He/She will operate the administration funds of EGS collected from the districts or received directly from the Government.

Programme-related Functions

The functions of Director with regard to the implementation of the programme are as follows.\(^3\)

1. Assist CRD in formulating policies and planning process.
2. Assist CRD to implement the program in qualitative manner.
3. Assist CRD in coordinating with the other programmes of the Government and other agencies in connection to EGS.
4. Any other program tasks assigned by the CRD.
5. Carry out inspections to programme districts and sites of the works and issue necessary instructions and advice the District EGS units in smooth implementation of the EGS.
6. All program files from all units of program shall go to CRD through Director EGS.

Role of SERP CEO in Implementation of the Scheme

The Chief Executive Officer, Society for Elimination of Rural Poverty (SERP), shall ensure the involvement of DRDAs in mobilization and capacity building of the wage seeking families through the Self-Help Groups of women and their Federations at the Village, Mandal and District level for accessing their rights and entitlements and for delivering some services to the wage seekers.
**Commissioner, AMR-APARD**

The Commissioner of Alimeneti Madhava Reddy-Andhra Pradesh Academy of Rural Development will discharge the following functions with regard to implementation of MGNREGS.

1. The Commissioner, AMR-APARD, shall provide capacity building support to the PRIs and the line departments.

2. Will anchor appointment of staff like the POs.

**Commissioner, Tribal Welfare**

The Commissioner, Tribal Welfare, shall ensure the involvement of ITDAs in implementation of the Scheme in Agency Areas.

**Managing Director, APSCCFC**

The Managing Director, Andhra Pradesh Scheduled Caste Cooperative Finance Corporation Ltd., shall ensure the involvement of District Scheduled Caste Service Cooperative Societies in enabling the Schedule Castes households to access their rights and entitlements particularly in development of their lands with irrigation facilities.

**Overall Role of State Government**

The overall role of State Government is as follows.

1) Provide guidance and support to the SPC and District Program Coordinators for effective implementation of the Scheme.

2) Coordination with relevant departments.

3) Monitor the implementation of the Scheme.

4) Evolve appropriate policy and program architecture for dealing with issues critical to the successful implementation of the Scheme.
5) Make rules on matters pertaining to state responsibilities under the Act (32(1)).
6) Provide Budget provision for the release of state share.
7) Planning and implementing EGS.
8) It will establish a network of professional agencies to ensure technical support to the Implementing Agencies as well as for quality-control measures.
9) It will also ensure that the implementation of the Scheme at all levels is transparent and accountable to the public.
10) Depending on its economic capacity, the State Government shall pay unemployment allowance if employment is not given in 15 days.
11) Conduct impact assessment and evaluation studies.
12) Notify Rural Scheduled Standard Rate (SSR) from time to time.

**Delegation of Powers by State Government**

For the smooth implementation of MGNREGS the State Government delegates the following administrative and financial powers.

1. The SPC/Commissioner, RD will have the power to give financial sanctions for capacity building, administration and IEC component for the allotted budget under the Scheme.
2. The Director, EGS will have the power to give financial sanctions for capacity building, administration and IEC component up to an amount of Rs.5.00 lakhs.
3. The DPC/Collector will have the power to accord administrative sanctions for all works in the district. He will also have the power of selection of supporting staff of ADPC and PO. He will also have financial powers to
sanction for components like capacity building, administration and IEC from the allotted budget under the scheme.

4. The ADPC (PD-DWMA) will be the drawing and disbursing officer of the EGS unit. On matters having administrative approval of Collector, he/she will have the cheque-signing power up to three lakh rupees.

5. The PO will be the drawing and disbursing officer for his office. On matters of capacity building, on administrative approval from DPC, he/she has cheque-signing power up to 10 thousand rupees.

6. The MPDO will have the financial powers to sanction for payments of wages and for remuneration to Technical Assistants.

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.

District Programme Coordinator (DPC)

The State Government has designated District Collector as District Programme Coordinator. The DPC shall be responsible for the overall coordination and implementation of the Scheme in the district. The District
Programme Coordination Office - called "EGS Unit" shall be established in each district. The EGS Unit is headed by Additional District Programme Coordinator & PD, DWMA and comprises of three functional wings viz., works, MIS, Funds.

The DPC shall perform the following functions with the assistance of EGS unit.  

a) DPC is primarily responsible for implementation of the Scheme in accordance with the provisions of the Act and guidelines issued by Government from time to time.  
b) Specific functions of DPC are;
   1. Provide supportive guidance to POs, to assess labour demand and match with works. 
   2. Supervise and monitor the functioning of POs and the line departments in the implementation of the Scheme. 
   3. Manage the funds and ensures proper accounting and auditing of the funds. 
   4. Ensures transparency, accountability and quality control and the execution and maintenance of the works. 
   5. Ensures that the Additional DPCs discharges their responsibilities as envisaged in the Scheme. 
   6. Coordinates with PRI bodies in the planning and implementation. 
   7. Receive the Mandal plans from the Programme Officer and consolidate them along with Zilla Parishad project proposals received from other executing agencies for inclusion in the District EGS Plan for approval by the Zilla Parishad.
8. Prepare a labour budget by December containing the details of anticipated demand for unskilled manual work in the district and plan for engagement of labour in the works. These labour budgets will be prepared for the next financial year and submitted to the Zilla Parishad.

9. Accord administrative sanctions for the works included in the District EGS Plan and assign executing responsibilities to various agencies like panchayats, line departments etc.

10. Release funds to MPDO and Programme Officer.

11. Conduct periodical inspection of works for quality control and vigilance.

12. Maintain accounts and get periodic audit done.

13. Have interface with NGOs/ wage seekers' unions and coordinate with line departments.

14. Perform other functions like commissioning studies and impact assessments, monitoring and evaluation,

15. Redress grievances of applicants.

16. Empowers the PRI bodies for enabling them to discharge their responsibilities of planning and implementation of the Scheme.

17. Ensures that the SHGs, VOs, MS are adequately empowered to access the Scheme to its members. This will be achieved by organising trainings to the SHGs and their federations.
Additional District Programme Coordinator – PD of DWMA:

Project Director, DWMA is designated as the Additional District Programme Coordinator (ADPC). ADPC will work under the direction, control and supervision of the DPC. He/she will head the EGS unit at the district level and shall be responsible for overall programme management at the district level. He shall report to DPC and also SPC. The specific responsibilities of the ADPC are:

1. Responsible to disseminate all Government orders and instructions from Commissioner of Rural Development (CRD) relating to EGS to all the Addl. DPCs, POs, line departments and Panchayat Raj bodies.
2. Responsible for management information system.
3. Assists DPC in management of funds.
4. Maintenance of accounts and audit.
5. To report on EGS at various district level bodies such as General Body of Zilla Parishad, DPC and DRDA Governing Body.
6. External relations particularly with the media on matters relating to EGS.
7. ADPC the drawing and disbursing officer of the EGS unit.
8. Assists the DPC in discharging his/her functions.
9. Assessment of labour demand and matching of works by directly interfacing with POs.
10. Coordination with various line departments and NGOs.
11. Conduct periodical inspection of works.
12. Redressal of grievances and enquiry into complaints.
13. Responsible for collection and sending of reports.
14. Upload information to State Computer Centre (SCC) with the help of Computer operator placed at DCC.
Registers to be maintained:

Only Grievance register is to be maintained by him.

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.

Additional District Programme Coordinator – PD of DRDA

The Project Director of District Rural Development Agency as an Additional District Programme Coordinator will take the following steps for the implementation of MGNREGS.

1. The PD/DRDA plays a very crucial role in involving the SHGs and their federations in generating demand from the wage seeking families.

2. He/she will be responsible to orient the SHGs and their federations in this regard.
3. Responsible for planning and coordinating capacity building activities for the SHGs and their federations.

4. Encourage the SHGs/VOs to identify wage seeker friendly works and ensure that they are included in the GP MGNREGS Plan.

5. Build the capacities of the SHG/VO to provide support services to the GP on MGNREGS.

6. Enables the Village, Mandal and District level Community Based Organisations (CBOs) to constitute MGNREGS Committees and provides continuous support to them.

7. Ensures that EGS is discussed as one of the agenda items in SHG, Village Organisation (VO), Mandal Samakya (MS) and Zilla Samakya (ZS) meetings.

8. Ensures that Area Coordinators, Assistant Project Managers (APMs) and Community Co-ordinators (CCs) accord highest priority to MGNREGS and devote their time and energies in facilitating SHGs and their federations to access the scheme.

9. Assists the VOs in facilitating the Job Card holders in opening the bank /post office accounts.

10. Enables the MS to prepare the Annual MGNREGS capacity building plan as part of their annual works and financial plan.

11. Secures transfer of fund to MS for capacity building activities.

12. Help to build groups of the wage seekers on the lines of the SHG/VO to enable them to fight for their rights and entitlements.
Additional District Programme Coordinator - PO, ITDA (in agency areas)

The Project Officer of ITDA will discharge the following functions with regard to the implementation of MGNREGS.

1. The PO of ITDA shall assist the DPC in the implementation of the Scheme in Agency Areas.

2. In Agency areas, the PO of ITDA performs the following functions:

3. Assessment of labour demand and matching of works by directly interfacing with POs.

4. Develop a strategy to ensure that works that are specifically suited to the tribal areas are included in the MGNREGS plans to ensure livelihood enhancement.

5. The PO of ITDA receives Mandal MGNREGS plans from the MPDOs in the Agency Area, consolidates them and places before the ITDA Governing Body which is the equivalent of General Body of Zilla Parishad for the agency area.

6. Shall assist the Governing Body of ITDA in approving the ITDA EGS Plan and send to DPC the approved plan for according administrative sanction.

7. Get the technical estimates for the works through the concerned line departments using the concerned MCC.

8. Provides supportive guidance to MPDOs in planning and implementation of the programme.

9. Plays a very crucial role in involving the SHGs and their federations in generating demand from the wage seeking families.

10. He/she will be responsible to orient the SHGs and their federations in this regard.
11. Responsible for planning and coordinating capacity building activities for the SHGs and their federations.

12. Encourage the SHGs/VOs to identify wage seeker friendly works and ensure that they are included in the Gram Panchyat EGS Plan.

13. Ensure that adequate publicity is made to motivate tribals to apply for various positions under the Scheme.

14. Coordination with various line departments and NGOs.

15. Conduct periodical inspection of works.

16. Redressal of grievances and enquiry into complaints.

17. Responsible for collection and sending of reports.

**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:

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: 7

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. Laisoning 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 work 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, E.G.S Plan as recommended by Gram Sabha
8. Obtain estimates for the works included in the E.G.S 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 into 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.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.\textsuperscript{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.

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:

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:\textsuperscript{18}

1. **AIR-DDK:** Different programmes i.e. songs, play lets, 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:** When ever 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 where ever they are available for conducting individual interviews, opinion polls and collection of success stories.
10. **Publication of articles:** Publication of articles in IKP news letters 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.
Conclusion

The success of any programme largely depends upon the effective functioning of the administrative machinery. Several administrative thinkers emphasized the importance of administrative machinery to bring changes in society. It especially true in case of the implementation of rural development programmes. As the MGNREGS is a rural wage employment scheme, the Indian Parliament made special provision for proper administration of the programme through MGNREGA legislation. The administration hierarchy flows from top to bottom. At central level, the Central Employment Guarantee Council plays a monitoring role. At the state level the State Employment Guarantee Council made elaborate arrangement for the implementation MGNREGS. The Commissioner of Rural Development acts as State Programme Coordinator. In the discharging his duties he is assisted by Director of EGS. Beside the Rural Development Agencies, Rural Development Ministry like SERP, APARD, APSCCFC and Commissioner of Tribal Welfare assists in the implementation the scheme. At each district, a separate EGS unit will look after the administration of MGNREGS in the district. The District Collector acts as District Programme Coordinator of the scheme. In discharging his duties he is assisted by 3 Additional District Programme Coordinators namely PD of DWMA, PD of DRDA and PO of ITDA. At Mandal level MPDO is administrative incharge of MGNREGS. The MPDO is assisted by Programme Officer, EGS, Engineer, Technical Assistant and Accounts Assistants in the proper management of MGNREGS. At grass root level, the Gram Panchayat plays a vital role in the planning and implementation of MGNREGS along with Gram Sabha. The Village Organisations formed by women also plays a due role in the implementation of MGNREGS. At the Gram Panchayat level Panchayat Secretary, Field Assistant Coordinate with Gram Panchayat. Besides this the NGOs and CBOs in some areas take part in the implementation of MGNREGS. There are special arrangements for planning and campaigning on MGNREGS.
References


