CHAPTER – SEVEN

CONCLUSION

In this concluding chapter an attempt has been made to summarize the findings of the study and to draw conclusion thereof. As stated in the introductory chapter, the present study makes an empirical analysis of the status and role of VLWs in rural development administration. The analysis is based on the study of four development Blocks namely Borboruah and Jaipur under Dibrugarh district and Sivasagar and Nazira under Sivasagar district and is confined to the period 2001-09. The focal point of this work is centered on the role played by the VLWs in increasing people’s awareness and participation and in the implementation of various rural development programmes along with the problems and constraints faced by the VLWs at the village level.

However, the office of the VLW was first conceived and given concrete shape by Albert Mayer, the American expert in 1946, similar to the concept of Country Agents in the United States and recruited the first batch for Etawah Pilot Project in 1948. After independence, the Community Development Programme (CDP) in 1952, the first rural development programme introduced the post of VLWs, creating one multipurpose functionary responsible at the village level for all round development of rural areas. The VLWs have been appointed as joint representatives of several departments which are directly or indirectly connected
with rural development. Since CDP in 1952 to MGREGS in 2005, the Government of India have implemented more than sixty five rural development programmes and these programmes have entrusted multifaceted functions to the VLWs to initiate a step towards the growth and development of the rural people who are economically, socially and educationally poor and backward.

The VLWs are, in a sense, the sevaks of the people who render the ‘first aid’ services to the villagers. In such a capacity, he explains to client groups about the schemes and programmes of rural development, helps them to take advantage of them and carries forward those problems which he himself cannot readily solve to the extension personnel at the Block level. Thus, he acts as a link man between Block and villagers. He reports on the progress of schemes as well as problems encountered to the Block office and receives guidance and instruction from the BDO. To be more precise, the VLWs have to organize demonstration camps of agriculture, distribute agricultural inputs and implement rural development programmes. Furthermore, they make arrangement for the visit of higher level officers, organize awareness and training camps, peer groups and local leaders meeting to ensure participation of the people. In view of above, the role of VLWs in rural development is considered to be significant and momentous in the event of transforming the policies and programmes of rural development into reality. Besides, the VLWs have full knowledge on the local conditions and problems. They have regular intercourses with the rural people and more importantly they are aware of the various problems of the rural people.
To some extent, the success of rural development programmes in the village level depends upon the role of VLWs with the support of other rural development agencies of higher levels.

Thus, it seems that the VLWs are responsible to improve the conditions of the rural poor who are illiterate, unemployed, malnutrition and living in unhygienic conditions. But the studies on the last fifty eight years of experience shows that the VLWs have not been able to deliver their services as expected due to various reasons. In this context, the most striking one is that after the 73rd amendment of the Constitution, the powers and functions of Panchayati Raj Institutions have considerably been extended and the lion share of the VLWs functions have been delegated to the elected bodies of the Panchayats. Besides, bureaucratic attitude of the officials, political pressure, insufficient funds etc. are some of the other reasons which have demoralized the VLWs in the delivery of welfare services.

Hence, this academic exercise is an attempt to analyse the role of VLWs in rural development. For this, a number of research questions have been raised in this study and tested objectively in the relevant chapters in this work, the result of these tests are summerised below.

Chapter-I includes the statement of the problem, importance of the study, review of literature, objectives of the study, scope of the study, approach of the
study, major research questions, research methodology, organization of the study and sources of data.

The chapter-II presents an overview of historical background of the Dibrugarh and Sivasagar districts, socio-economic profile of four Blocks, four selected villages and socio-economic profile of 200 selected beneficiaries. The findings of the study show that both Dibrugarh and Sivasagar districts are historically, economically and administratively important districts of Assam. Almost all Government offices under various departments are taking the initiative to implement the rural development programmes at the district, Block and village level. In other words, over-all infrastructure facilities are available in both the districts to institutionalize the process of development. But most of the works are concentrated nearby the district headquarters.

The study further reveals that the necessary infrastructure facilities such as surface roads, educational institutions, electricity, modern means of communication like telephone and internet, medical, potable water etc. are not sufficiently available within the jurisdiction of selected Blocks. Out of the total 2063.893 km roads of these Blocks, only 999.174 km is surfaced while 1061.394 km is unsurfaced. The unsurfaced roads have caused lot of difficulties for intercourse for the whole year. It is also found that the villages selected for field study have also confronted with similar problems like that of the Blocks.
While highlighting the profile of the 200 selected beneficiaries of four villages, it is found that majority of them are peasants, read up to matric standard, marginal farmers, with an annual income of Rs. 5,001-10,000, with no party identification. They are the people living below the poverty line and deprived of all basic facilities like food, cloth, shelter, drinking water, electricity and health care facilities. Due to their poor economic condition, they are not in a position to take better healthcare facilities, impart education to their children and more importantly provide nutritious food to their family members. What is most interesting is that they are found to be dependent on *Tanta-Mantra* or superstitious practices for curing their diseases rather than preferring the hospital for medical treatment.

In chapter-III, a discussion has been made on the socio-economic bases of the VLWs along with a brief outline of recruitment and training procedure adopted in Assam with special reference to selected Blocks in the Dibrugarh and Sivasagar districts. The VLWs of Assam are generally recruited by the Commissioner, Department of Panchayats and Rural Development on the basis of select list prepared by the concerned District Selection Committee. It has been observed that the matriculation and rural background are the requisite qualifications to get into the job. But it is found that out of the total thirty seven VLWs of these Blocks, ten are Graduates, seventeen are Higher Secondary passed while only ten are matriculates. It is interesting to note that the graduates also opted for this job mainly because of two reasons – First, due to the problem
of unemployment in Assam and secondly, its salary structure is also satisfactory to them. However, it is to be noted that still 178 VLWs post are lying vacant up to 2006-07 in different Blocks of Assam. The study also reveals that the Department of Panchayats and Rural Development have not been able to fill up these posts due to pending court cases filed in the Judicial Courts challenging the selection procedure by some unsuccessful candidates. So far as rural background is concerned, majority of them (31 out of 37) belong to this category and only six of them are from semi-urban background. Regarding the defects in the recruitment process of VLWs it can be said that matriculation as a minimum academic qualification as laid down for VLWs demoralizes the more qualified persons who are expecting to choose this job as their career. It is also found that though the majority of VLWs have come from rural background but after few years of service they like to serve in nearby town areas and consequently the poor rural people are deprived of welfare services from VLWs. Similarly, regarding selection procedure, it is found that all the VLWs of abovementioned Blocks have been selected through a viva-voce test and they are not supposed to appear in any written aptitude test. Moreover, it is found that the ratio of maximum 10 Gram Sevaks and minimum 2 Gram Sevikas in a Block has not been maintained in Sivasagar, Nazira and Jaipur Blocks but there is excess number of Gram Sevikas in Sivasagar and Borboruah Blocks. However, it is seen that the Jaipur Block has not maintained any minimum and maximum ratio of Gram Sevaks and Gram Sevikas. It is also ascertained that parity between division of work and
workloads has not been maintained. Thus, sex-wise division of VLWs has projected a negative picture in Block level administration.

The study shows that almost all the VLWs of abovementioned Blocks are trained up to carry out their functions. The SIRD and ETC have provided the training facilities to the VLWs of Borboruah, Jaipur, Sivasagar and Nazira Blocks. However, training curriculum and existing facilities are not upto the mark. It has been found that 76 per cent of the respondents expressed doubt on their training while 24 per cent believed that they are properly trained up. They opined that the training received by the VLWs are more theoretical than practical.

The socio-economic bases of VLWs have been examined with the help of factors, such as, sex, age, religion, caste group, marital status, nature of family, size of family, family status, educational standard, income group, size of land holding and party identification. It is borne out by the study that role of ascriptive factors like sex, caste, marital status, religion and concomitant social status are on the decline. The study reveals that majority of VLWs belong to the age group of 51 and above. It is also found that seniority in age and long term experience in service have helped them to earn the people’s support in delivery of service. Again majority people as well as the VLWs of the area under study belong to OBC caste, therefore, the VLWs belonging to this caste acquire a high social status due to their caste affinity. While discussing the nature of family, majority of VLWs (20) belong to nuclear family which obviously lighten the family burden and worry that enable the guardian to invest time and energy for social
service by way of involving in the public affairs. As regards family status, out of
the 37 VLWs 23 happened to be Head of their respective families and it
obviously facilitates to grow leadership quality among them. As regards the size
of family, it is found that majority of the VLWs belong to medium size (i.e. 5-8
members) categories. However, it is to be noted that the VLWs belonging to
middle size family have less family burdens and therefore, they can invest more
time in the service of the people which obviously has helped them to maintain a
high social status in the society. All the VLWs are educated and majority of them
have passed higher secondary and this helps them to acquire a high status in the
society. Out of the thirty seven VLWs interviewed only ten are found to be
graduates. Regarding income of the VLWs, it appears that majority (33) of the
VLWs have come under high income groups (Rs. 8001 and above) which enables
them to maintain a high social status. It is also observed that the VLWs of
abovementioned Blocks belong to small (1-7.5 bighas) and marginal (below 7.5
bighas) farmers group and they maintain a middle class social status and it
eventually help them to mingle with the villagers more easily. As regard party
identification, majority of them are found indirectly connected with the parties
and this has helped to maintain neutral/impartial behaviour while delivering their
services. Thus, the study reveals that the VLWs are educated, small/marginal
farmers belong to middle income group with indirect party relationship. They are
neither too poor nor too rich but belong to middle class category. This status
helps them to mix up with the villagers and also maintain a cordial rapport with
the villagers. It is also observed that due to their present status, the VLWs have been able to become friend, philosopher and guide of the villagers and help them to establish a friendly relationship with the higher level agencies.

In chapter-IV, an attempt has been made to examine the role performance of the VLWs in implementing rural development programmes at Borboruah, Jaipur, Sivasagar and Nazira Blocks of Dibrugarh and Sivasagar districts. The research questions have been formulated to find out the multidimensional role of the VLWs in the implementation of rural development programmes specially SGSY and NSAP because these two programmes have assigned greater responsibility to the VLWs.

As part of multidimensional role the VLWs of Borboruah, Jaipur, Sivasagar and Nazira Blocks are found engaged in agricultural development, implementation of rural development programmes, organizing meeting and training camp and finally as sevak or servant of the people and government. It is found that the VLWs have not been successful in organizing agriculture demonstration camps, i.e. method and result demonstration camps, as per guideline of the government. In fact, instead of five demonstration methods of agriculture along with ten result demonstrations to be organised annually, only two and three respectively of such demonstrations camps on an average per annum have been organized in the area under study during 2001-09. While enquiring the response of the beneficiaries regarding demonstration camps and supply of seeds, fertilizer, insecticides, modern equipment of agriculture, it is
found that 54 per cent of the total respondents on an average have opined that the efforts undertaken by the VLWs for agriculture development is inadequate while 35 per cent rated as adequate and 11 per cent have disclosed their ignorance and unawareness regarding holding of such camps. So far as the implementation of SGSY scheme is concerned, it is borne out by the study that the VLWs have been successful in organizing the rural poor into micro-enterprises as a form of Self Help Groups (SHGs) and altogether 5,448 groups have been constituted in these four Blocks during 2001-09. But, in fact, out of the total SHGs only 92.36 per cent on an average have been able to receive the benefits of subsidy and loan from the Government and banks. While evaluating the success and failure of these large number of SHGs, it is found that only 29.05 per cent on an average have been successful to mobilize income generating activities. But in selecting appropriate scheme and credit disbursement to the SHGs, the VLWs have been successful. Under the guidance of VLWs 425 people on an average have opted for poultry scheme for generating income while some others have chosen goatary, piggery, dairy, tea nursery, sericulture, fishery, weaving and others. It is also found that those who have chosen poultry, goatary, piggery and weaving schemes, they have proved to be more successful than the other schemes. While evaluating the perception of beneficiary respondents on the formation, selection of project, distribution of benefits and success of SHGs, it is found that majority of them have responded positively and asserted that only hard-working groups have become successful. According to them, the VLWs have played a vital role
in this regard. So far as individual swarozgaries are concerned, the success rate is quite higher than SHGs. It is found that altogether 822 individual swarozgaries have been selected in the Blocks under study during 2001-09 and an average of 67.51 per cent have been successful to mobilize economic activities in collaboration with the VLWs and higher level agencies. But it is seen that 48 per cent on an average of beneficiary respondents of the aforementioned four villages under study stated that selection procedure seemed to be more or less politically motivated while 38 per cent on an average have mentioned that selection have been fairly made by the VLWs. They are successful in the implementation of NSAP in the specified four Blocks. An average of 156 persons are included under the old age pension scheme, 11 people under family benefit scheme and 20 widows are under widow pension scheme during 2001-09 in these Blocks. While evaluating the perception of beneficiary respondents, 49 per cent on an average have opined that the VLWs have done their job fairly well and 40 per cent have said the selection is being made on the basis of favouritism and nepotism. So far as meetings are concerned, it is found that an average of 14 meetings have been organized during 2001-09 period in the area under study to distribute agriculture items, sanction letters of loan under SGSY, old age pension, widow pension, family benefit under NSAP, dwelling units under IAY, electricity under RGGBY, job cards under MGREGS and ration cards under Annapurna and Antodaya schemes. However, some credits cum reimbursement camps have also been held in the aforementioned Blocks. But in actual practice, according to the villagers,
only one or two such camps have been organized annually. As a *sevak* or servant of the people, it is observed that most of these functions are carried out by the VLWs informally who have been able to deliver their services voluntarily as a neighbour, co-worker and friend. As a *sevak* of the government, the VLWs of these four Blocks have been able to bring the government administrative machinery closer to the people. The above discussion leads us to the conclusion that almost 50 per cent of the VLWs have proved to be capable of shouldering their multidimensional role in the aforementioned four Blocks under Dibrugarh and Sivasagar districts of Assam.

The role of VLWs in creating people’s awareness to participate in rural development programmes have been discussed in chapter-V. The research questions have been tested to find out the steps that have been undertaken by the VLWs to increase awareness and participation of villagers in rural development programmes. The study reveals that the VLWs have undertaken various steps to increase awareness level of the people so that they can actively participate in the development process. These steps include organizing awareness camp, training camp, training of local leaders, peer group meeting and more importantly informal personal interactions. It is also found from the study that the number of awareness camps organized during 2001-09 period under the programmes of SGSY, MGREGS, IAY and NSAP have not yielded any positive result mainly because of poor attendance of the rural people. The study reveals that only 30 per cent showed their interest to participate. The same situation has been observed in
training camps also where an average of 15 per cent have participated. So far as the training of local leaders is concerned, the participation rate seems to be satisfactory and approximately 50-60 per cent of the representatives and local leaders have attended the same. Among the participants, the Gram Panchayat and Anchalik Panchayat members constitute more than the Zilla Parishad members.

The most striking step undertaken by the VLWs was the holding of peer group meetings. During the study period (2001-09), altogether 409 peer group meetings of farmers have reportedly been organized by the VLWs with the help of higher level agencies. These peer group meetings had left an overwhelming impact in increasing awareness level among the people. It is also found that informal personal steps of VLWs received tremendous success in increasing awareness level of the people. The VLWs individually moved round the villagers encourage them to attend Gram Sabha meetings, disseminate information of such meetings as well as various rural development programmes sponsored by the Government. Thus, informal interactions help to identify their shortcomings as well as to find out spot solutions to various problems. Consequently more than 30 per cent of people have awakened to participate in the forms of benefit sharing and attend Gram Sabha meeting, to collect information regarding the new programmes and got information about the happenings in the other parts of the country. The drawbacks found from this study include insufficient fund, poor attendance of the people, bureaucratic attitude of the BDOs, caste and class polarization etc. It is found that in many cases that the VLWs are handicapped to overcome these
constraints. Thus, the above discussion leads us to conclude that awareness generation is a very difficult task and the VLWs are striving their level best to generate awareness among the underprivileged section of the rural people.

In chapter-VI, it is found that the VLWs of the selected four Blocks have faced multi-dimensional and heterogeneous constraints which include bureaucratic attitude and behaviour of BDOs and EOs, absence of scientific allocation of duties, transfer as a means of punishment, loss of image and confidence due to inadequate supply of essential commodities, problem of supervision, allotment of extra duties, inadequate salary and travelling allowances, political pressure, lack of incentive of promotion and reward for good work, lack of suitable working atmosphere in the Block, lack of quarter facility, overlapping of work, delegation problem, surveying problem, communication gap between VLWs and villagers and unnecessary control over the VLWs etc. In the study it has been observed that the BDO of Borboruah, Jaipur and Nazira Blocks are borrowed from the revenue department and they are too procedure minded and they consider themselves as the village officer of the Revenue department. In other sense, they are truly bureaucrats. It is also observed during field study that due to their bureaucratic behaviour and attitude, more than 50 per cent works have been delayed. The lone BDO of Sivasagar Block who is directly recruited found quite liberal compared to others. Unscientific allocation of functions and workloads are another constraint which leave a deep impact on the VLWs. It is found that the duties have been allotted to the VLWs of
Borboruah, Jaipur, Sivasagar and Nazira Blocks in such a way that they cannot concentrate on a particular function at a time. As a result on many occasions they have failed to fulfill the requirements of the people. With regard to workloads of VLWs, it appears that although the CoPP had recommended 4000 people and 1500-4000 miles in a year under a VLW’s circle but in actual practice the VLWs of the abovementioned Blocks have to cover 37 to 75 miles with more than 10,000 people in a year. Generally, transfer is used as a technique of revitalizing the resultant dullness of being indulged in the same position and place for long time but in this study it is found that most of the time, the VLWs are being transferred to other Blocks only as a means of punishment. Loss of image and confidence of villagers on the VLWs are the other constraints which demoralize them. It is found that due to short supply of agricultural items and fixed target of the programme benefits, the VLWs have become helpless because they cannot satisfy the required needs of the people. The study reveals that the field visits of higher level officers i.e. BDO and EOs, as means of supervision are totally neglected. In fact, instead of visiting the villages, the BDO and EOs use to direct the VLWs to bring the documents to the Block office to unfairly put their records of unconduted visits. It is also observed that the VLWs are generally compelled by the BDO and EOs to perform petty jobs at the Block office by suspending their field work. The extra duties other than extension works is quite large and it is found that 67.57 per cent of VLWs have been engaged as Booth Level Officer and enumerator of State Election Commission while 43.24 per cent are involved
to fulfill the demands of RTI Act, 18.92 per cent in health related matters and 91.09 per cent in official works of the Block office during 2001-09 period. Thus, it seems that the VLWs of these four Blocks are engaged in such works which are not directly related to their extension works. It is also found that compared to their workloads and large territorial jurisdiction, the existing structure of salary and travelling allowances is not sufficient to meet their monthly household and travelling expenditures. Likewise, the incentive of promotion and reward for good work is also not extended to the VLWs of these Blocks. Besides, the political pressure in all walks of their functions is so forceful that they cannot ignore the local leaders specially after 73rd Amendment of the Constitution and successive Panchayat Acts which have decentralized/delegated the power to the Panchayati Raj Institutions (PRIs) ultimately making the PRIs become the sole implementing authority of the rural development programmes at the district, Block and village level. The VLWs as Government employees are statutorily bound to work under the supervision of the elected leaders. The study further reveals that there is lack of co-ordination between the elected leaders and the VLWs. So far working atmosphere and relationship between VLWs and Block authority and staff are concerned, it is found that the situation that prevails in the Block office is not friendly where the VLWs are treated as their subordinates by the BDO and EOs. The other official staffs also do not pay any heed to the VLWs and treat them as personnel of inferior rank, although the concept of team work is the prescribed principle. Thus, the behaviour of BDOs and other staffs signifies
that there is no cordial relationship among them. It was provided that the VLWs should be recruited and posted at their home Blocks, but frequent use of transfer compels them to serve in other Blocks and under such situations where quarter facility is inevitable for them. But it is found that there is no quarter facility for the VLWs in Jaipur, Sivasagar and Nazira Blocks. The quarters of Borboruah Block are also in a dilapidated condition and not safe for human habitation. Similarly, it is also found that the overlapping of work, delegation and survey problems have hampered the work culture of the VLWs and due to these constraints, the VLWs have become less attentive to their stipulated works. It also appears that communication gap between VLWs and villagers is widening rapidly and suspicion on each other has cropped up. This kind of situation has greatly weakened the villagers-VLWs relationship. Thus, from the above discussion it may rightly be concluded that these technical, managerial and humanistic problems and constraints are common in the Indian administration.

Based on findings of the entire study, the following suggestions are made for improving the status and role of VLWs in rural development.

- While recruiting VLWs, priority should be given to merit rather than other qualifications. The selection should be impartial and free from corruption. Along with educational qualification, the candidate of rural-origin should be preferred. A graduation should be the minimum educational qualification for the post of a VLW. Similarly, the aptitude test should be given equal importance along with viva-voce.
The pre-job and post-job training should be imparted to the VLWs. The pre-job training is the most essential as it would help them perform their duties with dedication. Refresher courses should also be organized from time to time. It is essential for understanding the new plans and programmes so that both the parties involved gain maximum benefits from them. In addition, more emphasis should be given on field work along with the theoretical extension training courses.

Considering the importance of training, the number of training institute should be increased and the standard of the existing ones should be made upgraded.

The strength of office staff including Gram Sevaks and Gram Sevikas should be increased. The present structure is insufficient and unreliable. In comparison to Gram Sevaks, the number of Gram Sevikas is few and therefore, it should be increased. Similarly, the vacant posts of VLWs should be filled up forthwith.

Overall infrastructure facilities like roads, educational institutions, drinking water, healthcare, electricity and other means of communication facilities should be enhanced to improve the condition of the rural areas and its people.

To ensure participation of people in the rural development programmes, the awareness level of the people should be increased first and for that purpose the Gram Sabha should be made more powerful and active. The
VLWs should establish a cordial rapport with the rural poor because without people’s participation, the VLWs cannot implement the programmes successfully.

- Political interference should be minimized as far as possible and proper care should be taken by the VLWs in this regard. No political favouritism should be shown in the selection of beneficiaries under various schemes.

- Delegation of power and authority to the VLWs should be made on the basis of definite principle. It is a pre-requisite for the successful implementation of rural development programmes by the VLWs.

- Provisions should be made for strict supervision, monitoring and evaluation of works of VLWs by the higher level agencies from time to time. For this, on line monitoring, fixed time schedule for spot inspection, periodical meetings, reports and returns, prior approval and proper direction should be more fruitful.

- To encourage the VLWs, proper incentive and reward for good work should be provided to them from time to time. It is also essential for the growth of competitive attitude among the VLWs.

- The Government should show generosity to solve the grievances of VLWs which include proper quarter facility, enhancement of salary and travelling allowances, service promotion etc.

- The VLWs at present have to look after an unrealistically excessive area and population. This should be reduced.

- The present farm technology is complex in nature and therefore, the VLWs must be supported by appropriate research and educational centres.
Inner democratization in the Block level administration should be established by virtue of which the higher officers should habitually invite the experience and advice of all those working under him including the VLWs, in which they should feel free to give it frankly and without fear.

It is also suggested that overlapping of works should be minimized by listing priority-wise the needs of the rural people. The work load upon the VLWs should be minimized so that they can carry out their functions sincerely and effectively. On the whole, certain amount of freedom should be given to the VLWs, so that they can take some immediate decisions regarding what is to be done.

However, it is not an easy task to implement the suggestions mentioned above. Various problems might crop up in the implementation stage. There is need for will and support on the part of the government to remove those constraints where legal implications are involved and also for infrastructural development of rural society. Further, there is need for proper decentralization, co-ordination and effective participation of people in RDPs. So, besides the Government, Non-Government Organisations, Community Based Organisations, Civil Society Organisations and Village Level Workers themselves should put their efforts together to improve the status and role of VLWs.

Thus, on the basis of the present study it can be concluded that there exists a gap between the theory and practice regarding the role of VLWs. Theoretically, the VLWs are appointed as multipurpose grass-root level workers in order to bring the rural development administration to the doorstep of the villagers. Furthermore, the VLWs have been designed to work among the villagers not as government officials but as fellow members to win people’s
confidence and thereby tactfully discover facts about the community, find out the informal leaders and get people involved in various rural development programmes, identify the local problems and their priorities, seek agreement on solutions to problems and carry those problems which they cannot readily solve to the technical experts at Block level. Thus, they act as linkmen between Blocks and villagers. By and large, the VLWs have tried to shoulder their responsibilities and to some extent they are successful in increasing awareness and participation of villagers in rural development programmes. But they themselves suffer from a number of constraints and as a result, the VLWs have not been able to perform their duties smoothly and effectively. But nobody can deny the fact that the VLWs are indispensable to the attainment of the targets of rural development. Thus, in conclusion, it can be said that the office of the VLWs should be made competent for every emerging situation in rural development administration. Their responsibility is increasing day by day and, therefore, in order to make them more purposeful, the Government should follow humanistic approach to redress the grievances of the VLWs so as to turn them into selfless, dedicated and honest workers in the days ahead.

Notes and reference