



EVALUATION OF MAHATMA GANDHI NATIONAL RURAL EMPLOYMENT GUARANTEE SCHEME IN TELANGANA – A COMPARATIVE STUDY

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Abstract

The present study is based on the research mainly investigates the performance of the MGNREG scheme in Telangana state in general and in particular to 3 select districts that are Warangal, Nalgonda and Mahaboobnagar districts. The study evaluates the historic evaluation of MGNRE scheme, its significance and the implementation scenario in the three select districts. Further, the study also provide the base to understand the ground realities by analyzing the perceptions of the beneficiaries in the three select districts. The study helps to make strategies for further improvement of the scheme implementation in the select districts in Telangana State.

Key words: Beneficiaries, Job Cards, Labour, Unemployed and Wages.

1) Introduction

Mahatma Gandhi National Rural Employment Guarantee Act is a flagship rural employment generation and livelihood program of the UPA government in India. This social welfare programme guarantees one hundred days of employment per year at the prevailing minimum wage rate for unskilled labour. MGNREGA has made paradigm shift from previous wage employment programmes either planned or implemented in India's history. MGNREGA has an integrated natural resource management and livelihoods generation perspective. The transparency and accountability mechanisms under MGNREGA create unprecedented accountability of performance especially towards immediate stakeholders. Its design is bottom-up, people-centered, demand driven, self-selecting and rights-based. It provides a legal guarantee of wage employment. It is a demand-driven programme where provision of work is triggered by the demand for work by wage-seekers, It has legal provisions for allowances and compensation, in case of failure to provide work on demand, and delays in payment of work undertaken. In case work is not provided on time, the states bear the cost of the unemployment allowance. It incentives states to provide employment as 100 percent of the percent of the material cost of the programme is borne by the Government of India, Unlike the earlier wage employment programmes that were allocation-based, MGNREGA is demand driven and the transfer of resources from Government of India to States is based on the demand for employment in each of the States. This provides an addition incentive for the states to leverage the Act to meet the employment needs of the poor. The order of devolution of financial resources to GPs (with GPs implementing 50 percent of the works in terms of cost) is unprecedented.

The bottom-up, people-centred, demand-driven architecture also means that a great share of the responsibility for the success of the MGNREGA lies with the wage-seekers, GSs and GPs. Hence, the proper implementation of MGNREGA implementation in all parts of rural India is vital to improve the rural infrastructure, facilities, amenities and also rural economy growth.

2) Need and Importance of the study

Majority of the rural population depended on conventional employment opportunities. The rural development plays a crucial role in the overall development strategy of the country. To achieve the development, the employment in rural India is a crucial thing to be achieved. The present study "Evaluation of Mahatma Gandhi National Rural Employment guarantee Scheme in Telangana State" is a very important study which focuses on the progress of MGNREG Scheme since its inception in Andhra Pradesh. Since, February, 2006, the act came in to force and in the last 6 years, the MGNREG Scheme was implemented all over the nation by mainly focusing on the rural people. This study brings the evaluation on implementation of the scheme and as well as the development in rural areas achieved after implementation. This study also focuses on its reach ability to the target people and tries to find out the pitfalls in implementation of the scheme.

3) Objectives of The study

The study focuses on the following objectives.

1. To make an assessment of the socio-economic status and awareness of the beneficiaries about the scheme.
2. To study the impact of the scheme in improving the employment, living standards and facilities been provided through the scheme.
3. To study the problems faced in the implementation of the scheme and redressal mechanism being implemented for the beneficiaries.



Finally, the study will provide findings and suggestions that will emerge from the analysis.

4) Methodology of the Study

A set of questionnaire is prepared for collection of primary data from the beneficiaries of the scheme. The secondary data is collected from sources which include Annual Reports of the MIS, NREGA, State level reports. Further, the district level information is collected from DRDA, Panchayat Samiti at Block level, and Gram Panchayat at village level with special reference to financial and physical status of the works taken up during the specified period of study. Further, articles, journals, magazines, news papers and internet sources are used to obtain the relevant information for the research study. The purposive sampling method is applied to select the respondents from the 3 select districts in Telangana State. For the purpose of selecting the sample respondents, i.e., beneficiaries or the labour participating and working for the scheme. A total of 390 sample respondents is collected from the 3 select districts, that are Warangal, Mahaboobnagar and Nalgonda Districts.

5) Analysis of Survey Results

Detailed analysis of the survey from primary and secondary data sources is presented below.

a) Status of MGNREG scheme in the state of Telangana

The following table shows the status of the scheme in the state of Telangana. The details provided in the table show the various details in terms of job cards issues, households functioning for the scheme, wage seekers, total labour etc.

Table-1, MGNREG scheme status in the state of Telangana

Total No of Districts under EGS		30	
Total No of Mandals		436	
Total No of Grampanchayats		8789	
Total No of Habitations		21453	
Total No of Jobcards Issued		5332058	
No of Wage Seekers		11954372	
Total No of Labour (SSS -> Disabled, General, Temporary) Groups Registered		382362	
Total No. of Labour in SSS Labour Groups		6504181	
		Financial Year of 2016-2017	Cumulative Since Inception
Works in-progress	Number	1108961	-
	Estimated Value-(Rs in Lakhs)	1407283.96	-
Total No of Works Completed	Number	1495922	3623572
	Estimated Value-(Rs in Lakhs)	1539154.17	9837870.56
Total Expenditure	Wages (Rs in Lakhs)	123495.42	1288462.92
	Material and Skilled Wages(Rs in Lakhs)	46914.31	453826.25
	District Contingent Exp (Rs in Lakhs)	17029.75	138474.77
	State Contingent Exp (Rs in Lakhs)	1945.67	17604.49
	Total Contingent Exp (Rs in Lakhs)	18975.42	156079.26
	Total (Rs in Lakhs)	189385.15	1898368.43
	Admin Exp %	11.14	-
Wage Employment Provided	Household (Nos)	2456045	6673549
	Individual (Nos)	4203964	13453220
	Men (Nos)	1787796	6005770
	Women (Nos)	2402853	7434135
	SC Individual(Nos)	951825	3178936
	ST Individual(Nos)	761702	2383550



	BC Individual(Nos)	2204309		6995651	
	Minority Individual(Nos)	51677		157237	
	Others Individual(Nos)	234451		733935	
	Persons with Disability (PWDs Nos)	58243		155954	
	No of SSS (Nos)	382362		413695	
	No.of SSST (Nos)	58622		69933	
	No of VSSS (Nos)	6929		8448	
	No of ST Individual in SSS (Nos)	755205		2287371	
Total No of Person days generated		93182806		1236082261.5	
No of Person days generated for SC	Percentage (%)	20948414	22.48	291434630	25.27
No of Person days generated for ST	Percentage (%)	17125058	18.38	211480842	18.49
No of Person days generated for BC	Percentage (%)	48535608	52.09	574637847	50.42
No of Person days generated for Minorities	Percentage (%)	1194037	1.28	13546580.5	1.19
No of Person days generated for Others	Percentage (%)	5379689	5.77	50752737	4.54
Average Wage rate per day per person (Rs.)		132.53		104.24	
Average No of days employment provided per Household		37.94		-	
Total No of Households completed 100 Days of Wage Employment		126518		1767909	
% payments generated within 3 days		55.16		-	
Labour Vs Material (%)		72.47	27.53	-	-
% of Payments Disbursed within fortnight(bio-metric) (based on disbursement data)		3.82		-	

Source: MGNREG reports, Government of Telangana as on 21st February, 2017.

b) District Wise Performance of the Scheme

The following table shows the district wise performance of the scheme in terms of job cards issued, number of individuals in job cards, the employment provided for households and labour.

The table clearly show that the backward districts including Mahaboobnagar and Nalgonda districts are on top in terms of issue of job cars since the scheme launched in the districts in the year 200. Among the number of individuals in job cards, again, the Mahaboobnagar and Nalgonda districts remained on top. With regard to number of job cards issued in this year, it is been observed that, a total of 5111 cards are issued in Warangal district. Where as in Nalgonda district, the figure is 8489. Overall, this year highest number of job cards have been issued to Mahaboobnagar district. In terms of wage provided for the households, the Nalgonda district remained on top with a figure of 398977 households. Where as in Warangal district, it is 277473 respondents. Overall, the figures clearly show the among the three select districts of the research study, the two districts including Mahaboobnagar and Nalgonda districts remained top in terms of providing job cards and wage employment provided.

Table-2, Issue of Job Cards in the State of Telangana

S.No.	District Name	No of job cards issued (Since Inception)	No of individuals in job cards (Since Inception)	No of job cards issued (in this year)	No of individuals in job cards	Wage employment provided	
						No of HH	No of Labour
1	2	3	4	5	6	7	8
1	Adilabad	576338	1240620	8217	13559	273729	491974



2	Karimnagar	663218	1475681	9356	13231	259135	392658
3	Khammam	598304	1412679	5699	8852	223209	371633
4	Mahaboobnagar	914040	2059317	14315	23970	305730	519374
5	Medak	552430	1213553	5802	9913	213916	365127
6	Nalgonda	877349	2052963	8489	14568	398977	682165
7	Nizamabad	482722	1104560	14864	23757	266417	460938
8	Ranga Reddy	298571	642974	12993	15983	132412	239142
9	Warangal	714242	1713520	5111	9633	277473	492769
10	_At State Level	0	0	0	0	0	0
	Total	5677214	12915867	84846	133466	2350998	4015780

Source: MGNREG reports of Telangana state as on 20th February,2017

c) Expenditure Analysis of MGNREG Scheme

Table presented below show the expenditure status in the 10 districts of Telangana State. The table presents the expenditure incurred in terms of number of labour, wage, material and skilled wage expenses, material percentage, contingent expenses etc. With reference to the comparison between number of labour working for the scheme, it is been observed that, highest number of labour have been working in the Nalgonda District with a figure of 682165. Where as in Mahaboobnagar, the second highest number of labour have been working. In Warangal district, a total of 492769 labour are working for the scheme.

With regard to wage, it is been observed that, Nalgonda and Nizamabad districts remained on top with the highest wage been incurred. The wage percentage is been highest for Khammam district and least has been observed in case of Nizamabad districts. The material/skilled wage has also been observed highest for Nizamabad district. With regard to contingent expenses, highest is been incurred for Mahaboobnagar and Nizamabad districts respectively. The contingent expenses percentage in the total expenditure has been noticed highest for Karimnagar district and where as in Medak district, it is 6.01 percent. With reference to Warangal district, it is 5.09 percent.

Table-3, Expenditure stat of MNGREG scheme

2	District Name	Expenditure (Rs.In Lakhs)						
		No of Labour	Wage	Wage Percentage	Material / Skilled Wage	Material Percentage	Contingent Exp	Contingent Exp Percentage
1	2	8	9	10	11	12	13	14
1	Adilabad	491974	15181.92	79.97	3802.64	20.03	753.66	3.97
2	Karimnagar	392658	9881.43	84.88	1760.72	15.12	784.1	6.74
3	Khammam	371633	10184.59	89.27	1223.66	10.73	647.13	5.67
4	Mahaboobnagar	519374	14220.36	84.36	2636.38	15.64	827.02	4.91
5	Medak	365127	8705.78	73.88	3077.35	26.12	708.07	6.01
6	Nalgonda	682165	13897.77	85.87	2287.14	14.13	871.28	5.38
7	Nizamabad	460938	13635.3	70.26	5772.24	29.74	573.22	2.95
8	Ranga Reddy	239142	10485.79	87.38	1514.63	12.62	437.75	3.65
9	Warangal	492769	11139.66	81.97	2449.86	18.03	691.21	5.09
10	_At State Level	0	0	0	0	0	5228.27	0
	Total	4015780	107332.61	81.4	24524.64	18.6	11521.71	8.74

Source: MGNREG reports, Government of Telangana as on 21st February, 2017.



d) Days And Wage Status Of MGNREG Scheme in the Select Districts of Telangana State

With reference to zero person days generated by Gram Panchayat, Khammam district has reported highest with 13 zero person days. Whereas Nalgonda has shown 7 days, Warangal has recorded 11 and Mahabubnagar district has recorded 4 zero person days generated.

With reference to person days in lakhs, it is been observed that, the figure has shown highest for Mahaboobnagar district with 111.49 lakh person days and in Nalgonda district, it is highest with 122.23 days and in Warangal district, it is 87.82 person days in lakhs. With reference to approved budget days in lakhs, again Nalgonda district recorded highest with 86.55 in comparison with Mahaboobnagar with 57.55 and Warangal recorded 30.2 days. The percent of actual days versus approved labour budget days, it is been observed that, the percentage recorded is high for Karimnagar district.

The average days of employment per households has shown highest for Ranga Reddy district with a figure of 53.91 days. The average wage per day is recorded highest for Adilabad district with 149.04 worth wage per day. In Mahaboobnagar district, it is 127.55 and in Warangal, it is 126.85 worth wages. The number of household completed 100 days has shown is highest for Mahaboobnagar district with a figure of 11372 and where the percentage of payments generated within 3 days has shown highest for Nizamabad with 81.56 percentage.

e) Results on Analysis on Beneficiaries Perception' Towards Performance of MGNREG Scheme

For the purpose of analysis, 3 select districts from Telangana state, i.e., Nalgonda, Mahaboobnagar and Warangal are chosen on the basis of issue of job cards and the presence of participation by the beneficiaries. Structured questionnaire containing Multichotomous, dichotomous, open ended and close ended questions are applied in order to critically examine the impact of MGNREG scheme for the programme beneficiaries.

Overall 130 beneficiaries are selected from each district in order to reach the required sample size of 390, which is the optimum sample size selected for the present study. 2 villages namely Chityal and Vangapaly are selected from Nalgonda District. And from each district 65 sample respondents are selected and these comprise approximately 17% of the total sample size. From Mahaboobnagar District, 2 villages including Bijinapalle and Kodangal are selected. These also represent 65 sample respondents from each village. And from East Godvari district, 2 villages including Kothru and Labarthy are selected. These two villages represent 130 sample respondents together. Overall, from Each District, 130 sample respondents are selected to reach total sample size of 390.

The study on demographic and socio economic profile of the sample respondents revealed the following facts. Gender wise statistical results have shown that, majority of the beneficiaries selected for the present research study is belongs to Male gender. The survey on age wise classification of program beneficiaries clearly shows that, no beneficiary is selected from the age group of below 18 years and over 40 years (as MGNREG scheme is restricted to the participation of certain age groups). From the field survey results, it is to understand that, from Nalgonda District, majority of the beneficiaries are drawn from BC community. Whereas in Mahaboobnagar District, majority of the beneficiaries are drawn from BC category. Further, the portion of STs is also high. From Warangal District, highest number of beneficiaries is drawn from SC community. Overall, the survey results are clearly shown that, majority of the beneficiaries, i.e., 44.6% of them are drawn from BC category. And further, 26.9% of them are drawn from SC category. The study on marital status of beneficiaries has proven that, majority of the beneficiaries selected for the present research study is belongs to 'Married' category. Majority of the beneficiaries drawn for the present study belongs to the family size of 4. It constitutes 50%. The family size having 5 is 17% and the family size of 6 is only 2.8% which is lowest among all the categories. Majority of the beneficiaries for the present research study, i.e., 57.9% of them are belongs to illiterate category. Beneficiaries having Primary education background are 19%.

With reference to perception on scheme implementation, it is observed that, 57.4% of them have opined that, 2 members are working in MGNREG scheme from their family. However, 20% of them have opined that they are the only people working in MGNREG scheme. And 16% of them have opined that, 3 members are working in MGNREG scheme. Majority of the beneficiaries, i.e., 71% of them have opined that they are residing in own house. Further, majority of the beneficiaries, i.e., 48.2% of them have been getting the annual income below Rs.25000 per annum.

Perceptions of the beneficiaries with reference to their experiences in the participation in MGNREG scheme is investigated through a structured questionnaire and the personal observation. The findings observed from are presented here.

The perception of sample respondents with reference to possessing of bank account has revealed that, 60.2% of sample respondents are possessing bank account for availing wages and further, it is observed that, majority of the beneficiaries



have opted Andhra bank and Post office services for receiving wages in select districts. Further, majority of the sample respondents have opined that they are thinking in a positive way that, the scheme will provide right employment according to the qualification of beneficiaries.

Majority of the sample respondents from the three select districts, i.e., 60.7% of the Mahaboobnagar beneficiaries, 56.9% of the Warangal beneficiaries and 63% of the beneficiaries from Nalgonda district have also opined that, the scheme will help in reaching the financial stability. Further, majority of the sample respondents have opined that they are getting the wages more than 110 rupees per day. With regard to the perception of beneficiaries on distance that they are willing to travel for participation in the scheme, it is observed that, majority of the beneficiaries from Nalgonda District, i.e., 46% of them have opined that they are willing to travel 2-4 km for participating in MGNREG scheme. 50% of the respondents from Mahaboobnagar District have also opined they are willing to travel 2-4 km. 49% of the Warangal Beneficiaries have opined that they are willing to travel 2-4 km for participating in the work. Overall, the survey results clearly indicate that, majority of the beneficiaries have opined that they are willing to travel 2-4 km for participating in MGNREG scheme.

With reference to the perception of beneficiaries on obtaining allowances, 68% of the beneficiaries from Mahaboobnagar District and 66% of the beneficiaries from Warangal District have also opined that they are getting the allowances from the long distance which they are traveling from home to work site in order to participating in the MGNREG scheme. Majority of the beneficiaries have been coming to know about the work allocation under MGNREG scheme from neighbours/ friends and through Drum beating. Only 8.5% of them have come to know about the work allocation by Notice board due to majority of the participants are illiterate. With reference to incomplete missing entries, it is observed that, majority of the beneficiaries, i.e., 79.9% of them have opined 'no' which indicates that they have not observed the incomplete missing entries regarding the participants information. Overall, the statistical data clearly shows that, majority of the beneficiaries have opined that they have not observed discrepancies while keeping the information about the participation list of the beneficiaries. Majority of the beneficiaries, i.e., 44.4% of them have been keeping Thumb impression in order to record the attendance. Further, 33% of the respondents have opined that, they enrolling their name in Muster roll for recording the attendance. 20% of the beneficiaries have opined that they will keep signature for recording the attendance.

With regard to facilities at the work site and transparency in work and the benefits accrued to the local Panchayat, majority of the beneficiaries have given 'good' rating which indicates that the beneficiaries are able to get benefits from Panchayat. With reference to transparency in work delegation and workers participation in decisions, majority of the beneficiaries have given 'average' rating which indicates that, the beneficiaries are not satisfied by the transparency in work delegation and the authorities' support in participating in decision making by the beneficiaries. With reference to Drinking water facility, majority of the beneficiaries have given average rating which indicates that, drinking water facility and tents are not satisfactory to the beneficiaries. Further, with reference to child care, primary health care and working equipments, majority of the beneficiaries have given Excellent and good rating which indicates that the beneficiaries are satisfactory. With regard to First aid kit and transportation, majority of the beneficiaries have given average rating which indicates that the respondents are not satisfactory. Whereas, shade or floor sheet for workers, majority of the respondents have given high rating which indicates that the respondents are satisfied by this facility?

6) Suggestions of the Study

Based on the extensive analysis of secondary data sources and the survey results made by analyzing the perceptions of beneficiaries and Program Executors of MGNREG scheme, the following suggestions are recommended for the betterment of performance of the scheme.

1. Study on the overview of MGNREG scheme has shown that, the scheme is primarily aimed to provide guaranteed wage employment to rural household to do unskilled manual work. Whereas, for the present scenario is concerned, the scheme can be extended further to urban household who falls below poverty line. The success of the scheme has encouraged the rural household to actively participate in the scheme in comparison with working as agricultural and unskilled labour.
2. With reference to roles and responsibilities of stake holders is concerned, there is a gap of active participation by civil society and self help groups. Encouraging these two segments will definitely provide more impact on transparency of the scheme. Since, Civil Society organisations (CSOs) make grass root awareness of the scheme at rural level; there is a definite need for both State Government and District level to improve the facilitation of CSOs.
3. The present conditions according to Schedule II Para 7 of MGNREG Act should be revised because; the present restriction of maximum of one hundred days per household in a given financial year is extended to more than one hundred days by the government. Further, the scheme has not provided the justice to the beneficiaries with regard unemployment allowance in the select districts. Further, there is a clear need for IEC activities should aim at facilitating



dissemination of right based provisions of the act to ensure that the workers know their right to demand wage employment and exercise their right by applying for jobs as per their need.

4. As the scheme has been criticized with regard to accuracy of works done and the volume of work done, there is a need for designing the monitoring committee with right combination of experts from administrative, Panchayat level and CSOs. Further, the present rules regarding social audit has not been successful due to lack of appointment of proper authority for evaluating the compliance on transparency and accountability towards utilization of funds.
5. Secondary data sources have clearly shown that, there is a consistent growth in the participation of the beneficiaries for the scheme. Further, it has shown that, the scheme has largely benefited SC and ST community. With regard to availability of work, it is clearly shown evident that Mahaboobnagar and Nalgonda found better due to the large available area for development.
6. The statistics on registered for work, issuance of job cards, household total days and the total wage distributed have shown that, there is a discrepancy in terms of value paid. The state government needs to ensure that, there should not be any partiality for districts in terms of release of total wage to the household. The total wage issuance should be according to the man days and the work completion.
7. As majority of the beneficiaries were shown clearly from illiterate background, there is a need for the Gram Panchayat to arrange help booths for providing information as well as assistance to fill the registration form and job cards.
8. As the rate of wage at present has been increased to more than 100, the rate of wage must be periodically upgraded keeping in view of current inflation and economic fluctuations in the given locations.
9. The place of work and the residence of beneficiaries were found significantly far, the program executors must give priority to the beneficiaries whose residence is near to the work place. Further, the program executors must ensure that, the beneficiaries will not suffer from travelling charges for the work location. Further, the present announcement through drum beating should be replaced through publicity boards and gram Sabha meetings to provide information on availability of work under MGNREG scheme.
10. Respondents have observed the discrepancy in the number of days of work allotment in the documents. As it leads to difference in wage and also result in grievances, the program executors need to take the responsibility in rectifying the discrepancies. Further, majority of them are using 'thumb impression' in order to record the attendance, hence, the facilitators need to give proper information to the participants for recording attendance.
11. The implementers of the scheme need to take into consideration of work and labour study before assigning the task to beneficiaries. Further, the payment of wages must take into consideration of additional work and risk factors. Apart from daily wage, the beneficiaries must be given additional incentive in case of excessive work or risk factor involved in the work especially in case of constructions.
12. The allotment of work has shown highly dissatisfied as per the perception of beneficiaries. Further, the beneficiaries have given average rating to transparency in work delegation and workers participation in decisions. Since beneficiaries are depending on the scheme for economic independence, the implementers should make proper allotment and in case of non availability of work, pro active measurements must be taken into consideration for migrating the participant to other Gram Panchayat in case the need arrives.
13. Facilities at work site have shown major observation in the field study. As the ratio of female participation has considerably increased, there is a strong need for arranging facilities for toiletries, rest places for feeding children and crèches. Further, drinking water facility should be made adequate. The implementers can arrange few participants (i.e., beneficiaries) for the arrangement of these facilities and these works are also need to be taken into consideration equal to other participants.
14. With reference to psychological view of beneficiaries is concerned, majority of the beneficiaries have opined that, they are spending the amount which they obtain from the scheme for families and further, they are utilizing for children's education. This shows the value of the scheme. Periodical increase in the wage pay will extremely benefit the beneficiaries to contribute more for families.



15. With reference to satisfaction level is concerned, it found evident that, wage seekers were not in satisfaction with regard to leisure hours during work and satisfaction over learning while working and understanding about the personal problems. As the participation of beneficiaries and value of contribution depends on the satisfaction, the implementers of the scheme must handle the sensitive issues of beneficiaries in fair language. Further, the ignorance due to illiteracy should not be discriminated at work plan and these factors also result in grievances and lack of good participation by the beneficiaries.
16. The implementers of the scheme must appoint committee at various levels to continuously monitor the feasibility of work for the beneficiaries. The implementers need to decrease the problem of less number of days of work obtained by effectively initiating 30 new works including agriculture, watershed, livestock, fisheries, irrigation and flood management. Construction of health facilities like toilets and water reservoirs also benefit the participants to get consistent income further helps the gram Panchayats to get the facilities at adequate level.
17. As per World Bank report(2013) for Telangana state, it is found evident that, MGNREGA became a major source of income for poor households, affective implementation will prosper the rural community to better the existing facilities including roads, water sheds further helps in procuring durable assets that could spur rural growth on a sustainable basis.
18. As the field survey results clearly proven that, majority of the beneficiaries are intended to send children to quality education, state and central government must take this issue into humanitarian grounds by providing special quota to the children of MGNREG workers to get admission in corporate schools with government funding.
19. With regard to spreading the information about work and overview of MGNREG scheme, program executors must organize periodical meetings at gram Panchayat level through keeping posters and publicity boards. Further, program executors need to co-ordinate with post offices for ensuring the proper delivery of wages to the participants of the scheme.

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