



DEDICATED PERSONNEL FOR NREGA: A STUDY OF HARYANA IN THE CONTEXT OF HUMAN RESOURCE POLICY AND STATE RESPONSIBILITIES

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Abstract: *The article examines the status of State Government to provide the necessary and adequate staff to DPC, POs and GPs for effective implementation of the scheme (MGNREGS) in state and assesses the permissible benefits and allowances of deployed staff in the context of HR policy with adherence of laws like other states, Mizoram, Andhra Pradesh and Bihar. Astonishingly no more than 300 persons appointed on contract basis. Only 4 persons (2 for district and 2 for block) appointed in every district. Irony in that the appointments of GRSs not succeed due to lowest uncertain remuneration apart heavy work's load of two panchayats without any allowances. Besides this, no exclusively APOs (at district level) and technical staffs deployed to block. No continuously efforts are made by state government till date in this regard. No HR Policy is made who allows all benefits and allowances, e. g. annual increment, TA, DA, LTC, and Leaves including Gazette holidays transfer allowances, service book, etc to deployed persons like regular staffs and other states. As a result, the deployed staffs has been exploited and discriminated in social, psychological, political and economical. It shows the slight interest of government to effective implementation, to provide the adequate staff to all levels, to protect the rights- constitutional, human rights and fundamental rights, of contract employees. This proves the interest and intention of government, political parties and higher authorities to take keen interest to their citizens to provide admissible allowances and benefits through HR Policy in adherence with laws after seven years of implementation. It manifestation to use of citizens by political parties as a vote banks not to follow the Laws and to make an appropriate policy. It violates the Right to Equality (Article 15) and other fundamental rights. Therefore, the both governments-state and central government should frame a permanent recruitment policy through HR Policy to all contracted persons of national/ state schemes/ programme/ missions like other states who goes to permanent recruited system after some years by adjusting all already deployed staffs on same or be promoted on higher posts so that their experience and knowledge should be better use for implementation.*

Key words: *MGNREGA, Dedicated Personnel, Administrative Expenditure, Permissible Activities, Human Resource Policy*

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PREFACE:

The National Rural Employment Guarantee Act (NREGA), 2005 (No.42) having received the assent of the President on 5th September 2005 was notified in the Gazette of India on 7th Sept 2005. The Act was notified in 200 districts in the first phase with effect from Feb 2nd 2006 including two districts of Haryana, namely- Sirsa and Mahendergarh; and then extended to additional 130 districts in the FY 2007-08 including two districts of Haryana, namely Ambala and Mewat in second phase. The remaining districts have been covered under the NREGA with effect from April 1st, 2008. It was renamed as Mahatma Gandhi NREGA on 2nd October 2009.

RATIONALE FOR STUDY:

Considering the size, scope and importance of the program, it is necessary for the policy makers, implementers and peoples to know the practices and theories to position the adequate necessary staffs or technical support as may be necessary for effective implementation of the scheme because success of any scheme directly linked with the deployed staffs.

REVIEW OF THE LITERATURE:

Pradeep Kumar Mehta, Bhawana Mangala and Niti Saxena attempted to examine whether the scheme has been a boon or a bane to the rural poor of Mewat. The study, 'Appraisal of Impact Assessment of NREGS in Selected Districts of Himachal Pradesh, Punjab, Haryana' has focus to search better strategically approaches for strengthening the capacity. The Evaluation Study revealed that guidelines and norms of the scheme were not being followed properly and highlighted some certain shortcomings/ bottlenecks. S Kaushil, P Durgaprasad and S M S Yadav (2010) bring out the strengths as well as weaknesses of the implementation of scheme in Haryana. No issue of fraudulent muster rolls, misappropriation of funds, and wages not paid were found in the study of Vijay Kumar (2012). Usha Rani Ahuja, Dushyant Tyagi, Sonia Chauhan and Khyali Ram Chaudhary (2012) conducted a study to investigate the impact of MGNREGA within a district in terms of income and employment security, migration, debt repayment, extent of participation in MGNREGA works, socio-economic status, etc. Rajesh Sharma and Dr. Manish Didwania (2013)'s revealed that there is a significant improvement in the awareness level among the beneficiaries and positive effects of these programmes.



The Vinita Arora, Prof. L. R. Kulshreshtha, Prof. V. Upadhyay (2013)'s study reported the significant benefit includes success in raising the level of employment and income of the rural household women, thereby enhancing their purchasing power, satisfaction, confidence, credit worthiness and start saving some money. Ms. Sadhana Jha, and Ms. Anil (2013)'s study made the critical evaluation of NREGA with reference to Haryana. Chauhan, Pardeep (2013) evaluated the effectiveness of the MNREGA to enhance livelihood security and incidence of rural poverty in Nilokheri. Ranbir Singh & Preet Pal Singh (2013) concluded that the MGNREGS is a statute based demand driven comprehensive wage employment programme which has replaced the allocation based Sampooran Grameen Rojgar Yojna (SGRY) in a phased manner. Neetu Sharma, Poonam and Santosh Kumari (2014)' attempted to measure various types of slacks in all districts of Haryana. Kuldip Singh Chikkara, Neetu Sharma, and Poonam (2014)'s paper highlighted the overall technical, pure technical and scale efficiency of 21 sampled districts of Haryana, implementing MGNREGA for a period of 2 years (2011-12 and 2012-13).

It is clear from the review of related literature that NREGA fulfills their objectives and appear significant impact in some extent besides some certain shortcomings or bottlenecks, for instances, provision to provide the dated receipt to work, management of worksite facilities-absence of child care, Muster-roll on site, no continuously work, no proper record, shortage of staff or lack of dedicated staff, over-burdened with the multiple responsibilities, delay in measurement which is directly and indirectly needs to the deployment of adequate staffs. In brief, the appointment of adequate staff at all levels is the single way to enforce accountability in the matter of record maintenance and online data management; to compliance of guidelines and objectives of MGNREGA. (CAG, Anish Vanaik (2008); S Kaushil, P. Durgaprasad and S M S Yadav (2010).

OBJECTIVES AND RESEARCH METHODOLOGY:

The review of related literature shows that no specific study has been made in Haryana regarding the policy to deploy the dedicated personnel at Districts, Block and GPs levels to effective implementation of scheme in state and to understand the problems of deployed under staffs in MGNREGA. The proposed study is an effort to analysis some of the important aspects of administrative expenses and to find out certain new ways to provide



the allowances and benefits through HR policy to dedicated staffs. Therefore the presented study was conducted to attain the following objectives:-

1. To know the permissible activities under administrative expenditure and the analysis of administrative expenditure; to know the initiatives by State Government to recruit the professional staffs in State,
2. To know the existing HR policy in state like other states,

RESULTS AND DISCUSSIONS:

The State Government ensured that full time dedicated personnel, wherever required, are in place for implementing MGNREGA, to all levels, specially the Employment Guarantee Assistant (GRS), the PO and the staff at state, district and cluster level (Sec 18).

1. Permissible activities under ‘administrative expenses’:

The GoI has been providing financial support incurred under NREGA to States/UTs under section 22(1(c) by determining a percentage of the total cost of the schemes as ‘**administrative expenses**’ to enable necessary staff and technical support. Accordingly, in elementary stage, it was only 2 % of the total expenditure including Central and State share and enhanced from 2% to 4% from April 1st 2007. Again, it increased from 4% to 6% in the MGNREGA (March 2009). The permissible activities under administrative expenditure are as follows-

- i) Training,
- ii) Information Education Communication (IEC) activities,
- iii) Quality Management,
- iv) Setting up of grievance redressal system,
- v) Hiring or engaging professional/technical services for any activities of above permissible items I to V,
- vi) Operational expenses,
- vii) ICT facilities in GPs,
- viii) Additional Staff deployment,
- ix) Social and Financial Audits,
- x) Worksite Facilities,
- xi) Evaluation and Research,
- xii) Contingency Expenditure.



Purchase and repair of vehicles, civil works, salaries/ remuneration of non dedicated functionaries and Material procurement for works, shall under no condition be booked or allowed under this head. At least 1/3rd of the total administrative costs shall be used at the GP level as per paragraph 24th of Schedule 1 (as amended on 4th Jan 2014). Again, the GoI set limit from 1st Oct 2014 as 0.25% to state level, 1% to district, 2% to block and 2.5% to GP level including at least 0.5% for the costs of conduct of the Social Audit at GP level, and exclude 0.25% amounts for capacity building of MGNREGS functionaries (21st August 2014) and clarified that any expenditure over and above the limits prescribed, shall be borne by the concerned state.

2. The professional support for MGNREGA:-

The professional support need to be deployed at GP, Cluster/ Sub-district/ Block, District and State levels in state as per OGs. Two dedicated personnel (i. one GRS for GP and one Mate for each work-site), are required at Gram Panchayat level. Functionaries at Cluster level (cluster of GPs), led by the Programme Officer, will consist, inter alia of (i) Technical Assistant, (ii) Computer Operator-cum-Accounts Clerk (at least three are to be deployed at the Block Computer Centre/(one per cluster) (iii) VTCs and (iv) the CFTs. Each Block, depending on the work load, may appoint a full-time dedicated Programme Officer (PO) for Mahatma Gandhi NREGA who will be the overall in-charge of all MGNREGS works in the Block. A full-time ADPC exclusively appointed for MGNREGS should, look into the day-to-day operations of MGNREGS and provide leadership in programme implementation at the district level who would report to DPC and CEO, and SEGM. The District Collector or Chief Executive Officer, Zila Parishad is designated as DPC for the implementation of MGNREGS who is responsible for the overall coordination and implementation of the Scheme in the District and establish an exclusive Employment Guarantee Scheme (EGS) unit at District level. A District-level Technical Committee (DTC) will be set up to guide the implementation of the Act and must comprise of district officers from the relevant technical departments representatives of NGOs and the academic community.

FINDINGS AND SUGGESTIONS:

1. Notwithstanding, the legal directive to ensure adequate human and technical support to districts and sub-districts levels for implementation of MGNREGA, on contract or permanently from the amounts available under 'administrative expenditure', the



state government deployed less than 300 persons on contract basis in state. It is obvious that only 4 persons (2 for district and 2 for block) appointed in every district out of Two persons as Accounts Assistant, and Computer Operator engaged for District; and two, namely ABPO and Accounts Assistant engaged for Block alongwith instructions to appoint the GRS for two panchayats by preparing a panel at GP level by concerned GP as dedicated full time working staffs to DPC, Block and GPs (Dt. 28/05/2008). In 2008, GRSs has been appointed on two panchayats in 2008 on basis of fixed remuneration i.e. Rs. 2000/- in working month means executed at least one project in concerned panchayats or maintain 2 % limit at village level and Rs. 1000/- in non working month for full time dedicated worker which is shameless as comparative to DC rates. Fascinatingly, it was 1/2 of the then unskilled wage rates of Rupees 135/- per man day. But actually, the fixed remuneration has not given to appointed GRSs in many blocks on timely and continuously due to their remuneration policy so the majorities of them have left their jobs. It is found during survey that majorities of GRSs left their jobs except three districts, namely- Jind, Hisar and Bhiwani.

2. As per guidelines, the Gram Sabha appointed Mates on rotation basis to concerned panchayats. But it is found in discussion that meeting of Gram Sabha is not conducted as laid down as law. No registered is prepared by them (80%) because they have less educated (8th pass) or have the below standard of secondary or equivalent and only manage the drinking water on worksite (100%). Thus, the all responsibilities of guidelines as the spirit of Act, related with GRS are not fulfilled in practical at GP level due to no deployment of GRS or left the jobs in each panchayats smoothly that causes of increase the work lodge on Panchayat Secretary along with their normal duties and more works of at least two to five panchayats and impediment to maintain the prescribed registers/records properly.
3. No T.A., dedicated engineer, PDOs and exclusively Junior Engineers (JEs) has been engaged in any blocks neither the government issued any directions to deploy such persons. Due to limit of contingency, any DPC didn't take interest to deploy TA in their district at their own level except Hisar, Jind and Fatehabad but presently they discharge from their duties besides instructions to deploy of TA in their Districts at



cluster level by GoI. The present JEs (Panchayat Raj) did the work of MGNREGA along with their normal work. No prescribed duties/works are performed as well versed designed by Govt. of India as exclusive appointed TA can do. That cause of many delays and other irresponsibility like delay in payments, delay compensation, prepare of estimates and action plan (shelf of projects), work execution and monitoring, records of levels, measurement on time, individual entries, entries in Measurement Book, conducting the studies and specifies the schedule for measurement for different sections- women, old persons, disabled, poor quality of durable assets, poor accountability and less chances of transparency. No Computer Operators-cum-Accounts Clerk to cluster levels, CFTs and VTCs has been made in state till date. Thus, all prescribed duties/works as laid in guidelines are not performed at GP/Cluster level that is the causes of poor records; delay in payments and on line of data.

4. Interestingly, approximately 1/5th posts of BDPOs are vacant that is to be filled by Commission through adopt a long procedure and time. In guidelines, it is suggested that they required discharging the responsibilities of PO in addition to normal duties. Therefore, it can be assumed that the all responsibility is performed without appointed exclusively PO in effective way as per letter and spirit. Discussion with BDPOs, it is found that 80% are stated to appoint exclusively PO like Bihar and suggest that working ABPOs are adjust as POs because they have experience and well verse in provisions and procedure of scheme.
5. No full-time exclusively ADPC is appointed for MGNREGS. The District Collector or Chief Executive Officer, Zilla Parishad and Additional Deputy Commissioner cum Chief Executive Officer of the DRDA are designated as DPC and ADPC in Haryana for the implementation of MGNREGS. No DTC and VTC are set up in state. Therefore, no preparation and revision of district specific schedule of rates for common tasks and for different groups like disabled persons, women, and old persons on the nature/types of works and types of soil is made in any districts.
6. No HR policy is made by the state government and nor supplement the fund for functionaries besides the advice of Central Govt. The appointed staff are exploited and discrimination continuously in the state. Other states, like Andhra Pradesh,



Bihar, Mizoram, Tripura provide all benefits and allowances to their functionaries including good package of salary and increment. For example, Bihar's government increased the honorarium of MGNREGA's employees three times from January 2015 vide letter No. 218504, dated 29/01/2015 on basis of consumer price index. On the other side, the number one 'Haryana' increased one time apart from increase the remuneration of GRSs without giving any permissible allowances and benefits as per regular employees. The below table shows the clear picture of provides the benefits and allowances that is allowed to MGNREGA Personnel in other states through HR policy and Haryana as allowed to regular staffs or other contract staff of other departments.

Table 1: Comparative statement of permissible allowances / benefits between Regular Staffs and deployed dedicated MGNREGA Personnel in Haryana

Sr. No	Facilities/benefits of regular staff in state	MGNREGA Personnel in Haryana	MGNREGA Personnel of other states
1	2	3	4
1	Pay as per pay band** (see below BRDS Salary Structure for FTEs for all Levels (Rupees per month) (indicative)	Fixed/consolidated remuneration	Allowed in Andhra Pradesh, Mizoram, in Bihar,
1.1	2 nd class minimum 50000/ monthly (Minimum Graduate)	ABPO 20000/- (minimum Post-graduate)	25200/- (APO in Mizoram) from 1 st April, 2014
1.2	3 rd class 30000/ monthly (minimum Matric)	Accounts Assistant 10000/- (minimum Graduate) Computer Operator 8500/- minimum graduate	21780/- (Account Assistant / Computer Operator in Mizoram)
1.3	4 th class 20000/ monthly (minimum Middle)	Gram Rozghar Sayayak 2000/- (minimum 10+2) mostly left their jobs due to low remuneration	Bihar 6681/-; At least D.C' Rates payable to all engaged persons under outsourcing of services/ activities/contracted persons in state.
2	Annual increment policy (10 %**)	No annual increment,	10 % approved** ; 5% in Rajasthan, 5% in Bihar
3.1	Holiday and leave policy	No gazette holydays like, 26 th Jan, 2 nd Oct, 15 th August, Holy, Diwali,	Weekly offs and Holidays in Andhra Pradesh, in Mizoram, Bihar
3.2	5 day week	6 day week, Sunday is also organized as a Rojghar Diwas	In Bihar as per regular staff; 5 days weeks as per HR Policy manual****
3.3	Allow Casual leave and earn leave**	No CL and EL including Gazette' leave	(14 CL and 30 EL in West Bengal); (30*** Consolidated in Andhra Pradesh), & 12 CL and 24 EL in Bihar
3.4	Compensatory leave	No	In compensation for allotting work on an official holiday & Sunday (allow in Bihar)
3.5	Leave without pay	No	In the case of ineligibility/non-



			availability of entitled leave, Bihar
3.6	Maternity leave	Yes*	180 days for 2 times with pay (Andhra Pradesh), Mizoram, Bihar
3.7	Paternity leave	No	15*** days paid leave for 2 times in Andhra Pradesh, Bihar, Mizoram
4	LTC	No LTC	Allowed to other contracted staffs in state
5	Tour policy	No policy	Allowed loading boarding and DA in Andhra Pradesh, Bihar
5.1	Allow TA/DA**	No TA/DA	Andhra Pradesh; in Mizoram, Travel policy in Bihar (official tours, local journey transport allowances, fixed travel allowance, DA, outstation travel)
5.2	Conveyance Allowance	No	Paid to all employees except those covered under Fixed Travel Allowance in Bihar base on levels
6	Allow house rent allowance	No	West Bengal, Mizoram, 15% of base pay for districts/blocks and other level position in Bihar
7	Allow medical allowance	No	West Bengal, Mizoram, Rajasthan
8	Allow educational-cess	No	West Bengal, Mizoram, Rajasthan
9	Additional charge allowances policy	no	up to 15 days to 3 months allowances as 1/5 of basic pay plus HRA, and 3 to 6 months 1/10 of basic pay plus HRA in Andhra Pradesh
10	Allow ACP after 8, 16, 24, and 32	No	-
11	Promotion policy/career advancement policy	No	Andhra Pradesh
12	Insurance policy, Employment State Insurance (ESI)	No	Allow in Andhra Pradesh , ESI up to Rs. 15000/month income, 1.75% employee and 4.75% employer contribution except PF, > 15000 medi claim and GAI in Bihar
13	Reimbursement - cell phone and local transportation allowance	No	Andhra Pradesh, conveyance and communication allowances is allowed in Bihar
14	Renewal of tenure	Yearly	for 5 year**
15	Transfer policy (allowed, but no transfer in first tenure**)	Only in district without transfer allowances /benefits or policy	Transfer policy in Andhra Pradesh , Bihar with transfers allowances, travel expenses, joining period,
16	Service Book	No	Allow in Tripura
17	Annual Performance Incentive	No	Maximum of 20% of basic pay per month - depending upon



			performance as measured by the Appraisal System. To be paid annually in Bihar
18	Provident Fund/GF policy/ Pension after retirement/Loan facilities	No P.F/GF/Pension	12% basic salary as contribution each by the employer and employee in Bihar
19	Absorption in regular cadre**	No policy or timeline decided	Career advancement policy in Andhra Pradesh, Career Advancement Increment to all contractual employees as After completion of 5 (five) years of service, she/ he will be entitled to additional 10% increment on Gross Salary; After 8 years of service < 15% increment and 10 < entitled to additional 20% increment as Career Advancement Increment on Gross Salary.****
20	laptop allowances, Advance to purchase Motorbike, Employee Welfare fund,	No	Bihar
21	No direct dismiss, first warning, second suspension and finally dismiss	Directly dismiss, no chances to hearing of concerned persons	Appeal time and Policy in Andhra Pradesh, Bihar
22	Chances of job securities are great	No job securities, anyone can hurt, complaint even officer may dispel arguing misbehave	More securities in Andhra Pradesh and Bihar

ASSESSMENT OF ADMINISTRATIVE EXPENDITURE:

1. It is found in study that the organizational set up for the implementation of the Mahatma Gandhi NREGA are not same at various levels in all States/UTs. The name, numbers, nature & tenure of posts, payable salary and other allowances, benefits, facilities to deployed staffs are found differs so the outcomes envisaged are not attained in same in states.

Exp. On Items	India			Haryana		
	2014-15	2013-14	2012-13	2014-15	2013-14	2012-13
% of total expenditure	6.31%	6.15%	5.61%	3.76%	3.44%	3.73%
Expenditure on salary from total administrative exp.	59.40%	61.17%	54.25%	66.94%	52.84%	54.25%
Work-site facilities	0.26%	0.27%	0.45%	0.40%	0.38%	0.68%
Health care facilities	0.06%	0.09%	0.14%	0.37%,	0.07%	0.35%
field visits	3.33%,	2.90%	3.19%	7.86%,	8.22%	6.74%

2. It is established that the average of incurred expenditure as using the administrative expenditure by states is found ascending pattern. It is 5.61 % in 2012-13, 6.15% in 2013-14 and 6.31% in 2014-15. Again, it is found that the states/UTs, Andhra



Pradesh, Gujarat, Sikkim and Mizoram continuously beyond the limit of 6 % from 2012-13 to 2014-15. Fascinatingly, Haryana stands 7th, 3rd and 4th positioned incurring least amounts of only 3.76%, 3.44% and 3.73% of the total expenditure in FY 2014-15, 2013-14 and 2012-13 as administrative expenses. Again, it shows that the insignificant amounts of 0 % in 2014-15, 0.05% in 2013-14 and 0.06% in 2012-13 at GP level shows the inefficiency, no working exclusive staffs, no other activities like, worksite facilities, health care, field visit, etc. is not practical at GP level as per schedule 1 and 11.

3. It is found that the national average of expenditure incurred on salary of deployed staffs in 2014-15 is 59.40% of total administrative expenditure followed by 61.17% in 2013-14 and 54.25% in 2012-13 whereas Haryana spent 66.94% of total administrative expenses in 2014-15 followed with 52.84% in 2013-14 and 54.25% in FY 2012-13. Thus it can be concluded that 2/3 of total administration amounts is being spent on only salary of deployed staff by Haryana in 2014-15.
4. It is found that the districts,- Karnal, Kurukshetra, Jajjar, Kaithal, Hisar, Mahendergarh, Gurgaon, Sirsa and Rohtak spent 52% to 74.89 % of total admn expenditure on salary against the districts of Jind, Mewat, Ambala, Bhiwani, Sirsa, Palwal, Panchkula, Rohtak, Faridabad, Rewari, Panipat, Sonipat and Yamunanagar who spend 75% to 99% from total admn expenditure. The districts Sonipat, Faridabad and Rewari, spend above 95% amounts on salary from total contingency. It is apparent that above 3/4th of total administrative expenses is being spent on salary by the above half Haryana (11 districts of Haryana) so the other sub-heads of administrative expenses may not be possible due to limit.
5. Again, it is obvious that 18 districts of Haryana spent zero percent amounts on work-site facilities except Hisar, Fatehabad and Kaithal and 19 districts spent zero percent amounts on Health care facilities from the total administrative expenses except Hisar and Kaithal. The Hisar Gurgaon, Jhajjar, Kurukshetra, Sonipat and Faridabad districts has no spent of any money on field visits.
6. Why the permissible activities under administrative expenses are not following? The officers stated the limit of 6% of the total expenditure. The fixed limit made it firstly target basis to meet the salary of deployed staffs and responsible for under staffs or



shortage of staffs. Secondly, it forces to deduct the salary of inadequate staffs. Deduction of salary increase psychological pressure on deployed staffs to achieve the goal therefore, they closed the eyes about the norms, rules, regulations, guidelines on the execution of works which go to create fraud, financial misappropriation and replica and poor quality of works. Thus, how it is possible to deploy the adequate staff at all levels as proposed by Gol in OGs within the limit of 6%. The expenditure in any districts depend on demand which is varies in each district due to different geographical topology and economic infrastructure, rural population, industrialization, educational literacy, physical resources of the districts, transportation and communication facilities, nature of staffs and Sarpanches, etc. Thus, it is suggested that the central government should be re-examined the overall ceiling of 6% and be fixed on the base of average expenditure especially for small expenditure states like Haryana, Punjab, etc. so that the adequate staffs may be appointed at all levels in all states.

7. All states would, in a mission mode, ensure filling of vacant and adequate posts. At least one APOs for Districts level, one Block Engineers (SDO), one Technical Assistants (JE) and one Peon/Messenger for block; and GRSs (appoint half posts of total sanctioned posts of Gram Sachieve on cluster level) should be appointed in all districts without any impediment so that MGNREGS would be runs smoothly and effectively. APOs should be promoted from present ABPOs on base of transparent and rational criteria including education, age, experience, etc. Retired persons not deployed in any circumstances.
8. There are some ways to solve out the problems regarding the benefits and allowances of deployed staffs and to way to appoint the adequate staffs to effective implementation of the scheme. First, the salary of MGNREGA Personnel should be booked from 'Material component' like Mate and limit of administrative expenses decreased up to 3% for the remaining sub heads of this part out of 0.10% limit for State, 0.25% limit for District and 2% limit for Block and 0.65% for GPs so that the appointment of new adequate and vacant posts should not be deferred on the ground of insufficient funds. Otherwise it (limit of 6% as admn expenses) should be increased according to actual needs as per as minimum adequate staff deployed. To



meet the expenses of new institutional structure each state would approach their Finance Departments for budgetary support mandatory so that the preamble of scheme exists as per act on demand basis not target basis to field functionaries. It is the ultimate way to stop the discrimination and exploitation of deployed staffs and to protect the civil and fundamental rights of contractual persons.

9. It is suggested that the State government shall make a HR policy alongwith permissible allowances and benefits with adherence to all concerned Laws at the earliest, with framing a timelines to regularization of their services like Andhra Pradesh, Bihar and Mizoram including Model Recruitment and Service Rules for panchayats services so the state shall be a model employer in country. The govt should make a policy of absorption in regular cadre on good performance after a certain number of years may be possible. All deployed staff of NREGA should be regulating on the vacant posts of same nature of Panchayat department. For instance, ABPOs should be posted at the post of SEPOs, Accounts Assistant at Account Clerk after 5 years so that their experiences and talented should be better used.

ABBREVIATIONS:

NREGA-	National Rural Employment Guarantee Act	PO	Programme Officer
MGNREGA-	Mahatma Gandhi National Rural Employment Guarantee Act		
MGNREGS-	Mahatma Gandhi National Rural Employment Guarantee Scheme		
DPC	District Programme Coordinator	GS	Gram Sachieve
ADPC	Additional District Programme Coordinator	RD	Rural Development
ABPO	Additional Block Programme Officer	JE	Junior Engineer
GRS	Gram Rozgar Sahayak	GP	Gram Panchayat
SAU	Social Audit Unit	RDD	Rural Development Department
BRC	Block Resource Centre		
CEGC	Central Employment Guarantee Council	CFT	Cluster Facilitation Team
SEGF	State Employment Guarantee Fund	VTC	Voluntary Technical Corps
SEGM	State Employment Guarantee Mission	FY	Financial Year
MIS	Management Information System	HR Policy	Human Resource Policy
DTC	District-level Technical Committee	PRI	Panchayati Raj Institutions
IEC	Information Education Communication	Gol	Government of India
CAG	Comptroller Audit General of India	SMT	State Management Team
MoRD	Ministry of Rural Development	MoPR	Ministry of Panchayati Raj



DoRD	Department of Rural Development	GoH	Government of Haryana
EGA	Employment Guarantee Assistant	PH	Public Health
BNRGSK	Bharat Nirman Rajiv Gandhi Sewa Kendra	OGs	Operational Guidelines

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