

## Chapter –II Structural mechanism and capacity building

### 2.1 Structural mechanism

As per provisions contained in para 3.1.2 of the Operational Guidelines of MGNREGS, every State Government was required to appoint a full-time dedicated Programme Officer (PO) in each Block, with necessary supporting staff for facilitating implementation of the Scheme. The responsibility of the Programme Officer may be discharged by the BDO. In such circumstances, an additional Programme Officer may be appointed. Further, the Central Government notified (July 2011) that Panchayat Development Officer (PDO) may be appointed in panchayat to deal critical issue of the panchayat. However, 20 *per cent* post of Programme Officer was vacant and their functions were performed by the BDO who were already over burdened. This resulted in lack of monitoring of the works and proper maintenance and verification of muster rolls.

Further para 3.1.1 of the operational guidelines also provides that it would be advisable to appoint an “Employment Guarantee Assistant” (EGA) or “Gram Rozgar Sevak” (GRS) in each GP, one Junior Engineer (JE) for 10 panchayats and one Panchayat Technical Assistant (PTA) for eight panchayats in view of the pivotal role of the GP in the implementation of MGNREGS. The State Government could also constitute panels of accredited engineers at the District and Block levels for the purpose of assisting with the estimation and measurement of works. Audit scrutiny revealed that there was shortage of J.E. and P.T.A. up to 24 *per cent* and 43 *per cent* respectively and accredited engineers were not empanelled for technical support to the works which resulted in lack of supervision of work by the JE and payment without measurement of works and affect quality of work.

The State Government could consider appointing Technical Resource Support Groups at the State and District levels to assist in the planning, designing, monitoring, evaluation and quality audit of various initiatives and also assist in training and handholding, with a view to improving the quality and cost effectiveness of the scheme. But, the State Government did not set up a Technical Resources Group (TRG) in the State/district level to assist in successful execution of MGNREGS works as envisaged in para 13.3 of the Operational Guidelines.

Further, scrutiny of records disclosed that the post of Computer Operator, Accountant and Panchayat Rojgar Sahayak up to 40 *per cent*, 32 *per cent* and 14 *per cent* respectively were lying vacant in the selected districts as of 31<sup>st</sup> March 2012 whereas the post of PDO was not created by the state government so far which caused non-maintenance of key record, delay execution of works, irregularities in execution of schemes, wanting MIS entries **(Annexure-II)**.

The shortage of manpower affected proper implementation of the MGNREGS and intent of this flagship programme is defeated to that extent.

## **2.2 Training**

Para 3.3.1 of the Operational Guidelines stipulates that adequate mechanism is to be established to assess functionaries skill and for the training programme to overcome knowledge gaps. A training calendar was to be prepared at the state level. Priority was to be given for training programme for effective planning, work measurement, public disclosure, social audit and use of Right to Information.

The State Government had not prepared a training calendar and training was also not imparted to MGNREGS functionaries except a one month's training (November 2007) to the staff at GP level.

### ***Recommendation***

- The PRS is tasked with the maintenance of the various documents used for the purpose of scheme and working as executing agencies of MGNREGS and as such appointment of PDO is needed. Steps should be taken to fill up the vacant post of all cadres.
- The State Government should take effective steps for imparting regular training to staff especially at GP level staff.