



EVIDENCE FOR POLICY DESIGN

Center for International Development
at Harvard University

MGNREGA WAGE PAYMENT DELAYS

AN OVERVIEW

September 17, 2015

Ministry of Rural Development, Government of India

ABOUT EPoD INDIA (1/2)

- Evidence for Policy Design (EPoD) is part of the Center for International Development, Harvard Kennedy School
- Conviction: Public resources need to be optimized for the benefit of low-income populations through evidence-based policymaking
- Primary Activity: Research that utilizes economic tools to provide answers to pressing policy questions
- Reputed Partners
 - National Bureau of Economic Research, MA, USA
 - International Growth Centre, London, UK
 - Center for Economic Research in Pakistan, Lahore, Pakistan

ABOUT EPoD INDIA (2/2)

- EPoD's partner in India is the Institute for Financial Management and Research (Chennai)
- EPoD India operates out of New Delhi, but is active across states
 - Madhya Pradesh, Kerala, Bihar
- EPoD India's current projects
 - MGNREGA Monitoring
 - Skill Training and Evaluation
 - Attendance at Central Government Offices (attendance.gov.in)
 - Environmental Compliance
 - National Rural Livelihood Mission
 - PolicyHack
 - LBSNAA training programs
- EPoD India has been working very closely with the NIC, the MoRD, and the Delhi Government

EPoD INDIA'S ENGAGEMENT WITH MGNREGA

- Since 2013, EPoD India has been working on NREGA-related issues
 - EPoD India has been working closely with the MoRD (under an MoU)
- Our involvement is aimed at enhancing efficacy and transparency
- Engagement with MGNREGA includes the following projects
 - MGNREGA Public Data Portal
 - MGNREGA Dashboards
 - MGNREGA Report Cards for Bihar Officers
 - MGNREGA Village View



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MGNREGA

Public Data Portal

Beta Version

MGNREGA Home

Contact



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Select indicators

Worker participation details

Job cards

- Total households applied for job card
- Total job cards issued
- Total job cards (SC)
- Total job cards (ST)
- Total job cards (non-SC/ST)

Select regions

Level of detail:

- India
 - Andaman and Nicobar
 - Andhra Pradesh
 - Arunachal Pradesh
 - Assam
 - Bihar
 - Chhattisgarh
 - Dadra & Nagar Haveli

Select year

View data

Download data

[For FY 2010-11
and Earlier](#)

[LINK TO PDP](#)



Home

Report Dashboard

Public Data Portal

Village View

FILTERS

2015-2016

UTTAR PRADESH

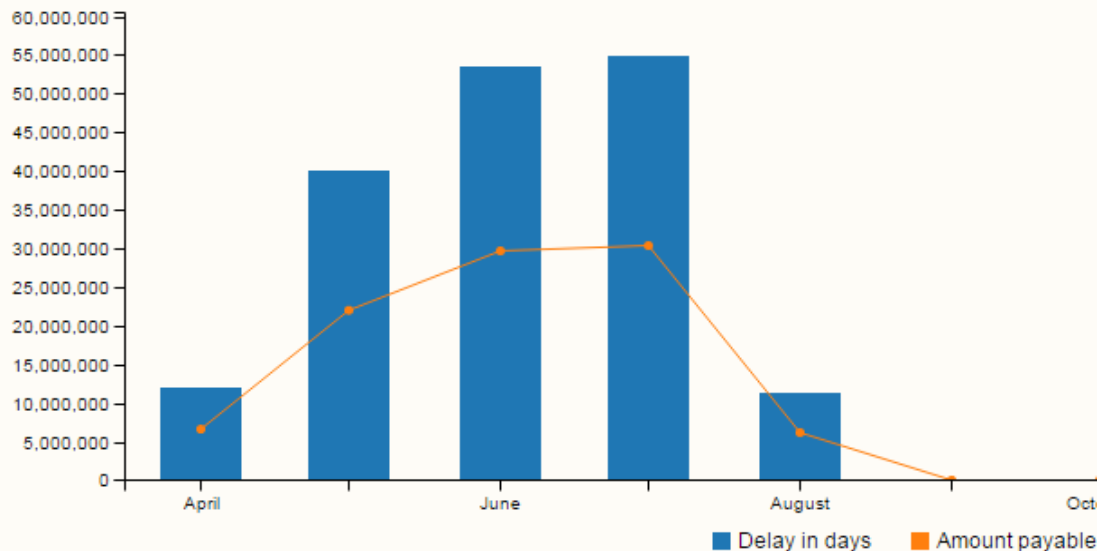
Select District

Select Block

Select GP

View Results

Delayed Compensation



LINK TO DASHBOARDS



Ministry of Rural Development



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NATIONAL INFORMATICS CENTRE

FILTERS

SSAM

ONGAIGAON

ANGTOL

ANGTOL

WORKS

Const of AWK from Nabaratna Club to Uijen Singha s house fishery

0403007002/RC/119958

Detail

RC

May 12, 2014 - Nov 18, 2014

Const. of Tengaigaon PWD Rd to Sonati Singha house

0403007/RC/130701

Detail

LD

Oct 20, 2014 -

Earth filling at Sachidananda Shanti Ashram area at Tengaigaon under MGNREGA

0403007002/LD/107120

Detail

RC

Dec 24, 2014 -

Imp of vill link Rd at Tilpukhuri under MGNREGA

0403007002/RC/134404

Detail

RC

Dec 24, 2014 -

Const of Rd from Tengaigaon PWD Tiniali near Bidhanu Barman via Khagen Choudhury house

0403007/RC/134423

Detail

DW

Mar 23, 2015 -

Const of RCC Ringwell near Dinesh Dutta & Chandan Dutta house at Tengaigaon

0403007002/DW/158

Detail

FR

Mar 27, 2015 -

Const of Swargadeo Rudra Singha Adarsha Pukhuri at Tilpukhuri Ph-114-15.

Detail

WORKERS

AS-03-007-002-001/163

Male

Anowar Shaikh

Detail

Registered on 26/11/2006

Detail

AS-03-007-002-001/163

Female

Jemi Begaum

Detail

Registered on 26/11/2006

Detail

AS-03-007-002-001/264

Male

Binay Ch. ray

Detail

Registered on 30/11/2006

Detail

AS-03-007-002-001/264

Female

Sameli Ray

Detail

Registered on 30/11/2006

Detail

AS-03-007-002-001/296

Female

Rebati Ray

Detail

Registered on 20/06/2006

Detail

AS-03-007-002-001/296

Male

Biswanath Ray

Detail

Registered on 20/06/2006

Detail

AS-03-007-002-001/46

Female

Damayanti Singha

Detail

Registered on 03/09/2006

Detail

MUSTERS

Paid on 31/03/2015

Mar 23, 2015 - Mar 29, 2015

MUSTER ROLL NO. 2233

Workers | 6 person-days

Detail



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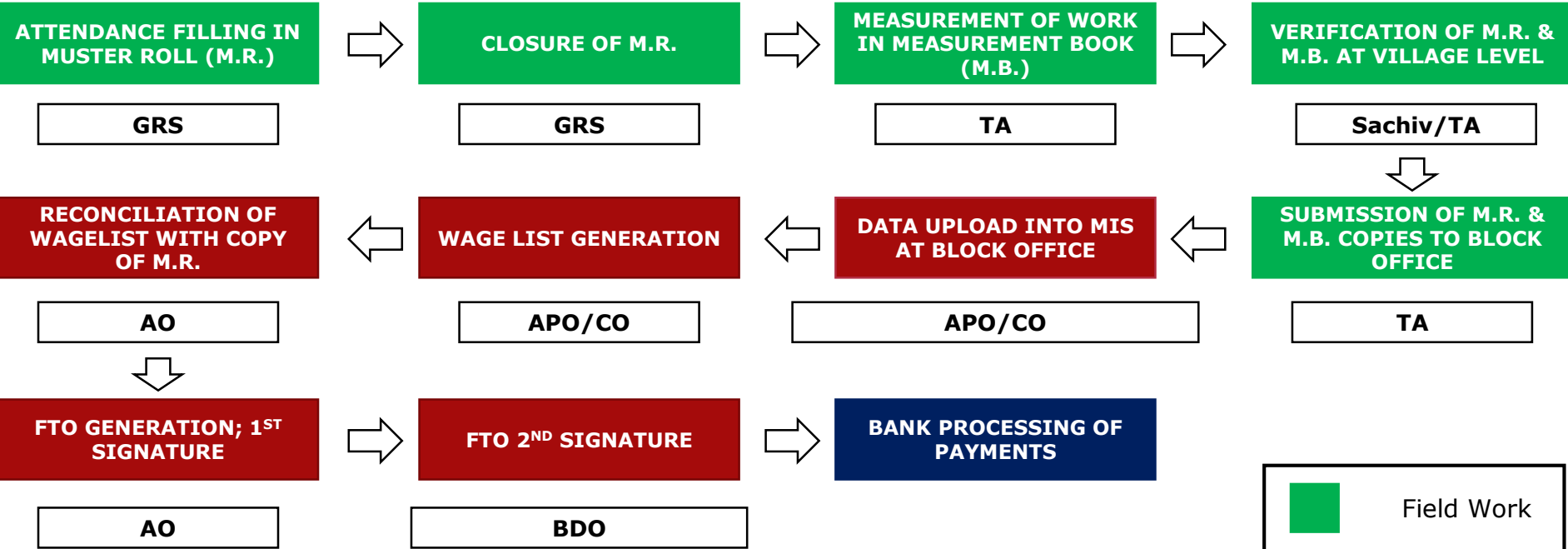
PAYMENT DELAYS UNDER MGNRGEA

AN ANALYSIS

EXECUTIVE SUMMARY

- **Payment Disbursal process involves multiple steps and actors**
 - Block Office
 - Gram Rozgar Sewak (GRS)
 - Engineers/Technical Assistant
 - Village/Panchayat Administration
- **For FY 2014-15, across most states/UTs, average time for wage payment was more than 15 days**
 - Of 20 states/Uts for which data is available, only Puducherry has an average < 15 days
- **Most delays happening at three stages**
 - MR Closure to Data Entry into MIS
 - MIS Data Entry to Wage List Generation
 - First Sign on FTO to Second Sign
- **Delays are proving detrimental to beneficiaries and MGNREGA's appeal**
 - Undermining the goal of smoothing income shocks
 - Evidence that demand is lowered by delays in payment

PAYMENT PROCESSING SYSTEM (EXAMPLE FROM UTTAR PRADESH)

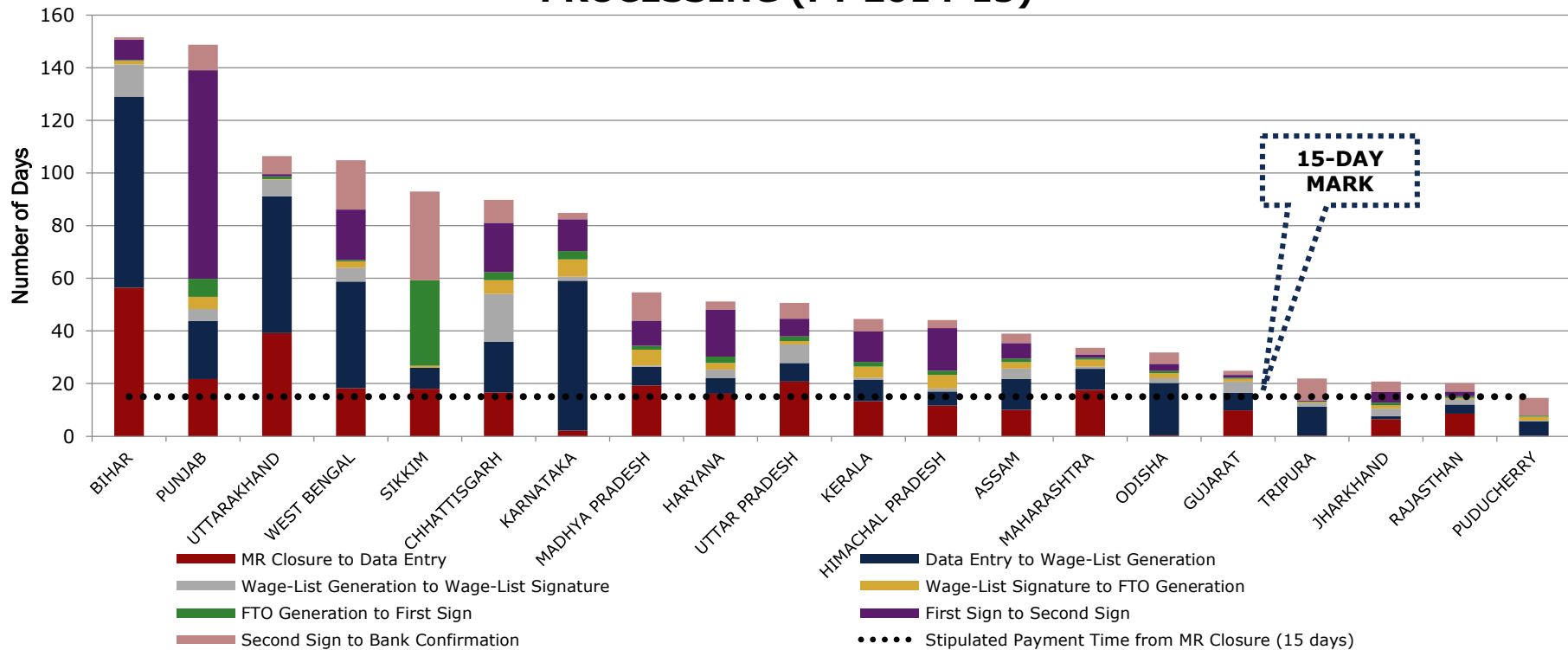


GRS- Gram Rozgar Sewak
TA- Technical Assistant
CO- Computer Operator
APO- Assistant Program Officer
AO- Accounts Officer
BDO- Block Development Officer

Note: White boxes beneath steps present the officials responsible for implementing that step

STATE-WISE PERFORMANCE FY 2014-15

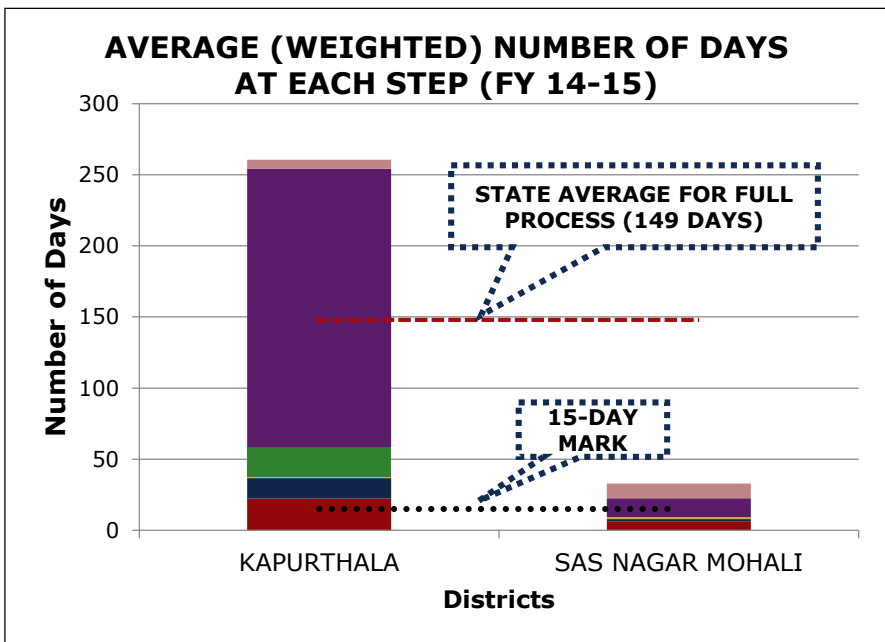
AVERAGE (WEIGHTED) NUMBER OF DAYS AT EACH STEP OF PAYMENT PROCESSING (FY 2014-15)



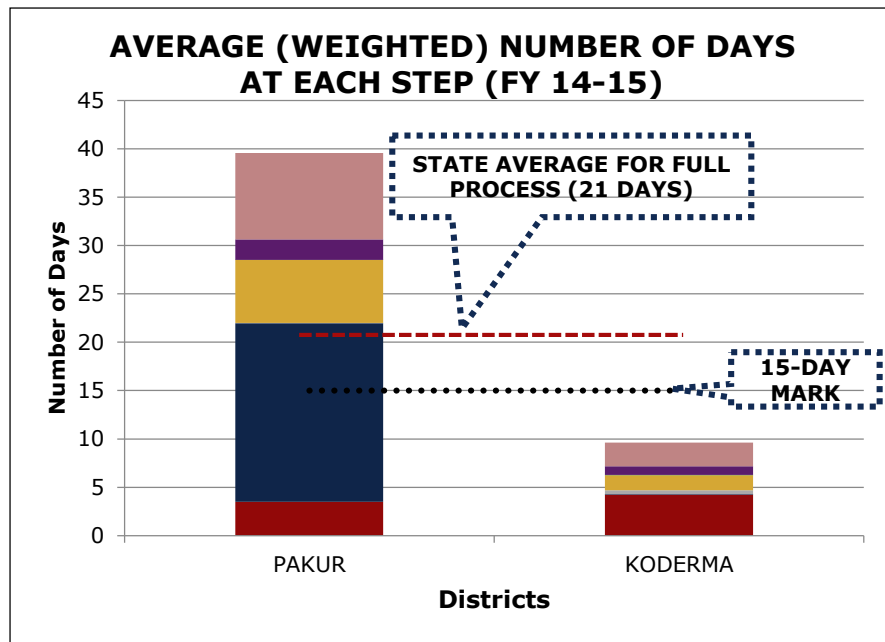
Note: Time-stamped data was unavailable for other states

INTRA-STATE DISPARITIES IN PAYMENT PROCESSING FY 2014-15

PUNJAB- ONE OF THE WORST PERFORMERS (BEST AND WORST-PERFORMING DISTRICTS)



JHARKHAND- ONE OF THE BEST PERFORMERS (BEST AND WORST-PERFORMING DISTRICTS)



MR Closure to Data Entry

Wage-List Signature to FTO Generation

Second Sign to Bank Confirmation

Data Entry to Wage-List Generation

FTO Generation to First Sign

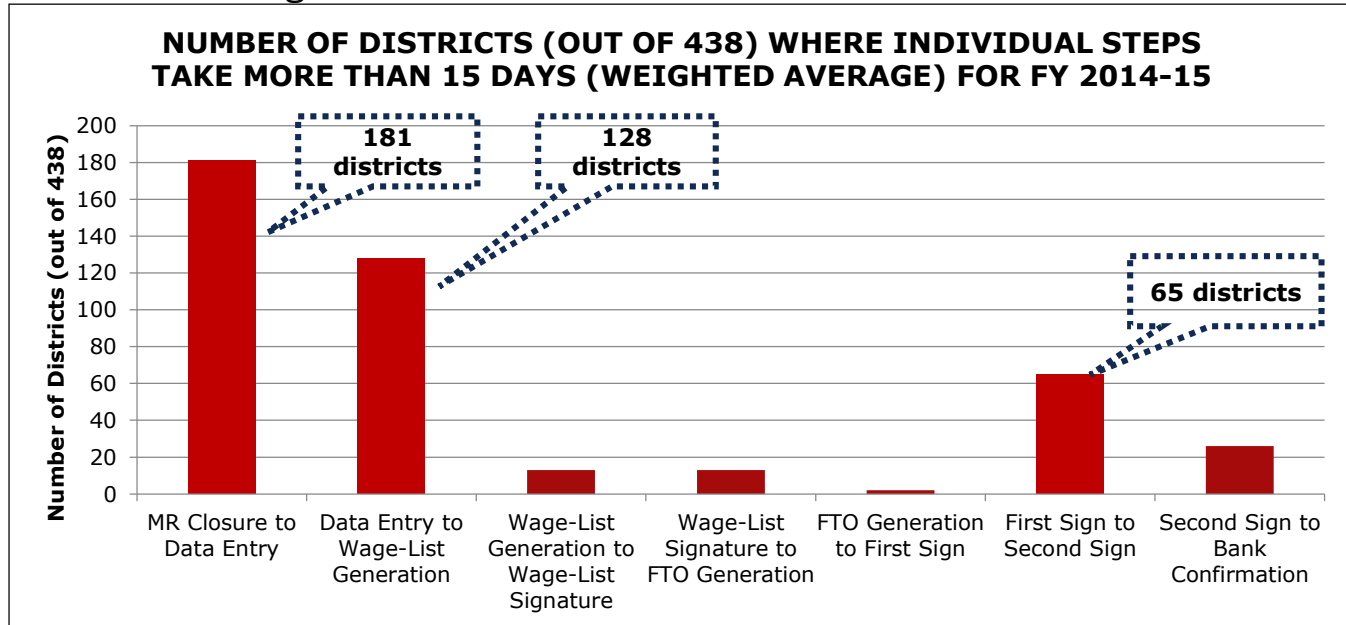
Stipulated Payment Time from MR Closure (15 days)

Wage-List Generation to Wage-List Signature

First Sign to Second Sign

SOURCES OF DELAY (1/2)

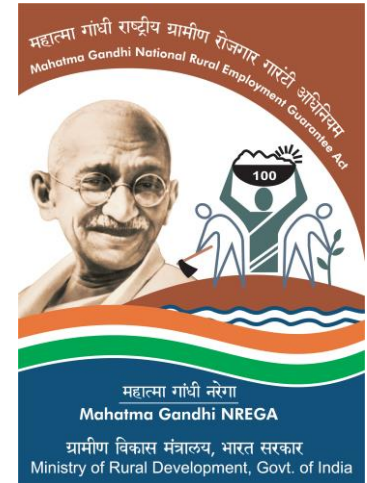
- Major bottlenecks at three steps
 - MR Closure to Data Entry into MIS
 - MIS Data Entry to Wage List Generation
 - First Sign on FTO to Second Sign



Note: Time-stamped data available for 438 districts (of 676 total)

SOURCES OF DELAY (2/2)*

- **MR Closure to Data Entry into MIS**
 - Informational Failures among GRS, Engineers, Block Office, Sachiv
 - Data Connectivity Problem at the Block Office
 - Violation of deadlines by officials due to over-burdened work schedules, lack of motivation, etc
- **MIS Data Entry to Wage List Generation**
 - Uploading only MR details in time, and not MB details
 - Engineers violating deadlines
- **First Sign on FTO to Second Sign**
 - BDO's unavailability
 - Data Connectivity Problem at the Block Office



CONSEQUENCES OF DELAYS

- **Purpose of MGNREGA is defeated**
 - Harder to effectively smooth income throughout the year when faced with delays
- **MGNREGA becomes unattractive source of employment**
 - Delays make other sources of employment more attractive
- **New avenues for informal lending by richer individuals in village**
 - Sarpanch may provide upfront payments, and then recover money with his share*

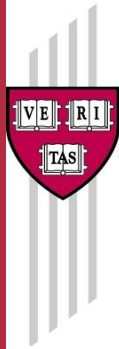
WHAT WE PROPOSE TO DO?

- **A Management and Information Tool**
 - Aimed at fixing responsibility for delays at the ground level
 - Currently under development (final stages)
 - Pace of development currently contingent upon response from MoRD's NIC unit

- **Major Features**
 - Cost-effective
 - Real-time updates
 - Benchmarking

- **Part of our ongoing engagement with the MoRD**
 - Work order Issue

PRESENTED BY

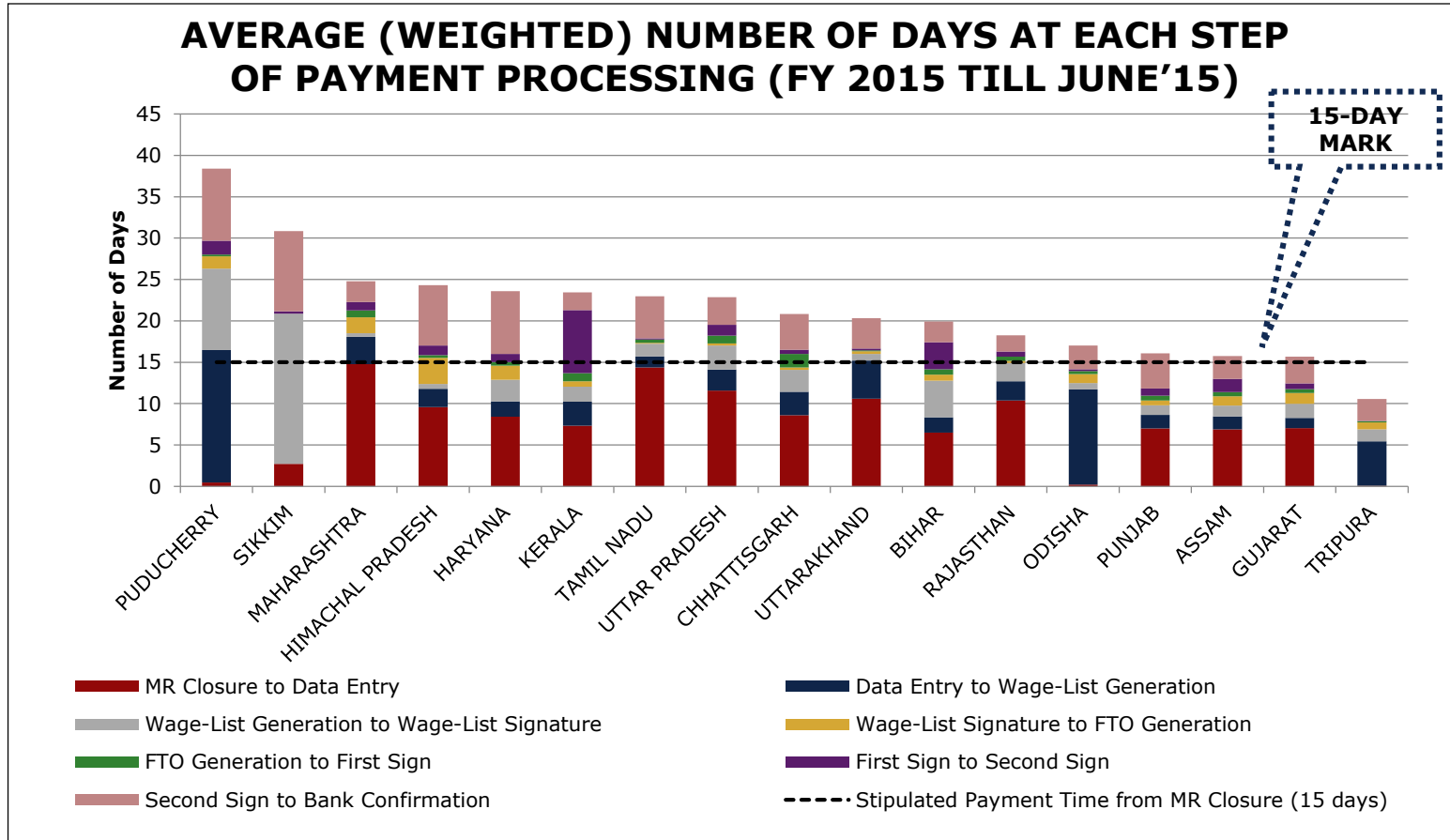


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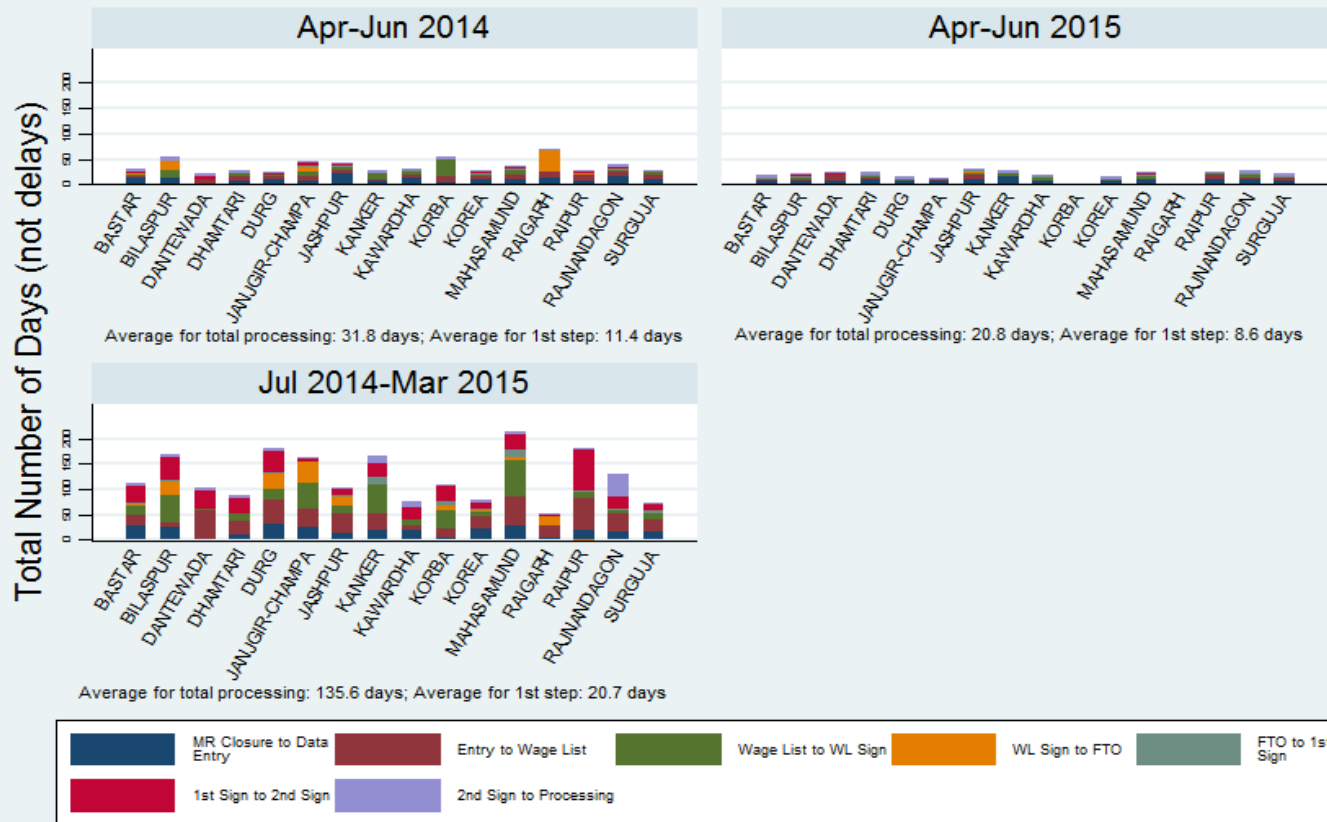
September 2015

APPENDIX-1



APPENDIX-2

CHHATTISGARH MGNREGA PAYMENT PROCESSING PERIODS



Graphs by period