

Impact Assessment of MGNREGS on Women Empowerment: A Case Study of District Sirmaur

Virender Sharma

Department of Public Administration, HP University, Shimla

Email Id: vsharma@hotmail.co.in

ABSTRACT: Empowerment is a process aimed at investing legally or formally with power to increase the role and involvement of the targeted section in specific activities. Role and involvement in decision making in family affairs, freedom in spending, help received in discharging responsibilities in household and deviation from traditional customs, etc would thus stand as some indicators of 'Women Empowerment'. Gender is the quintessential factor in the development trajectory of a country like India where women constitute a major share of chronically poor population. In view of deprivation and discrimination that exists in India especially in the rural landscape it is necessary to mobilize the vast women power, if the country has to progress in all sphere of development. Empowerment of women is a long and strenuous process which is to be promoted with full government and public support and this would be successful only when the literate/semi-literate, economically deprived and marginalized women who have been facing suppression and relegation by the patriarchal society stand up to claim their due place in the society. The efforts aimed to reduce the inequalities, despite the persistent lacunae and flaws in the implementation of the legislation, have started accruing benefits to women. Outreach of local employment, at minimum wages, with relatively decent and safe work conditions has made a fair contribution in the accrual of benefits. Among all the facets of empowerment, economic empowerment occupies utmost significance and employment opportunity is considered to contribute to economic empowerment.

The Government has been designing and implementing different programmes/schemes to uplift the women from poverty and vulnerability of life. One such programme is Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA) which was enacted in 2005. MGNREGS plays a significant role to meet the practical as well as strategic needs of women's participation. It has become a ray of hope in the empowerment of the rural women and data over last couple of years indicate that it has contributed substantially towards economic strengthening of female workers. Whether the economic benefits have translated to women empowerment remains to be ascertained. The present paper discusses the impact of MGNREGS on women empowerment in Sirmaur district of HP, the challenges that come in way of more and effective participation and suggestions for making MGNREGS more effective especially for women.

1. Introduction

Rural women are key agents for development. They play a catalytic role towards achievement of transformational economic, environmental and social changes required for sustainable development. But limited access to employment, credit, health care and education are among the many challenges they face. These are further aggravated by the global food and

economic crises and climate change. Empowering them is essential, not only for the well-being of individuals, families and rural communities, but also for overall economic productivity, given women's large presence in the agricultural workforce worldwide.

The policy and programmes of rural development aim at alleviating rural poverty, generating employment and removing hunger and malnourishment and concomitantly seek to enrich the quality of human life as reflected by significant improvement in various development parameters like human development index. The problem of rural development, however, is not merely one of development of rural areas but of the development of rural communities to dispel ignorance and poverty and assist the process of creating a self-reliant and self-sustaining, healthy modern rural communities. Rural development can no longer be now identified with mere increase in country's GDP or even per capita national income. The increased income is expected to be so distributed as to result in significant reduction of inequalities of income and wealth and reflect in empowerment of women better human development index. Every rural family should have its reasonable share in the generation of the GDP and increasing per capita income.

1.1. India's Policy and Development Approach to Women

Women's empowerment is a process, which is both on-going and dynamic and which enhances women's ability to change those structures and ideologies which keep them subordinate. This process enables them to gain more access to and control over resources and decision making; gain more control over their own lives, gain more autonomy. It is a process which enables women to have self-respect and dignity, which improves their self image and social image. The process of empowerment is a political process, because it aims at changing existing power relationships between women and men.

Since independence, the Government of India's policy on women's development has undertaken various shifts of emphasis. The most significant changes occurred in the mid-1980s with the Seventh Five Year Plan which started a move towards equality and empowerment. New institutions were established to expedite action. This included the Department of Women and Child Development within the Ministry of Human Resource Development and its counterparts in the states. In addition, Women's Development Corporations were set up in most states to implement the new strategy of economic development by facilitating access to training, entrepreneurship development, credit, technical consultancy services and marketing facilities.

The Eleventh Five Year Plan saw the historic piece of legislation being enacted by Indian Parliament in the form of NREGA (**changed to MGNREGA in 2009**). The Act had the provision of guaranteed employment on demand basis. Nowhere in the history of the world had such an act existed before. The Act was crafted to counter the problem of rural poverty and the endemic malaise of unemployment. The Act not only addressed above said two issues but also laid the foundation for empowerment of women; which was set as one of the goals of the act. Among all the wage employment programmes formulated and executed so far, this is a unique Act. With MGNREGS, finally, the rural development trajectory has entered a right based approach. The Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA) guarantees the right to work and ensure livelihood security in rural areas by providing at least 100 days of guaranteed wage employment in a financial year to every household whose adult members volunteer to do unskilled manual work.

1.2 MGNREGA AND WOMEN

National Rural Employment Guarantee Act (NREGA) was passed on 25th August 2005 and notified on 7th September, 2005 in the Gazette of India. It was renamed as Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA) on 2nd October, 2009. The Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA) provides a legal Guarantee of 100 days of wage employment in a financial year to every rural household. The act became effective at the state level in three phases: In Chamba & Sirmaur in 1st phase (April 2006 onwards), in Mandi & Kangra in 2nd phase (April 2007 onwards) and in rest of the 8 districts in 3rd phase (April 2008 onwards).

MGNREGA is the first ever law internationally, that guarantees wage employment at an unprecedented scale. The primary objective of the Act is augmenting wage employment. Its auxiliary objective is strengthening natural resource management through works that address causes of chronic poverty like draught, deforestation and soil erosion and thus encourage sustainable development. The process outcomes include strengthening grass root processes of democracy and infusing transparency and accountability in governance. The objective of the Act is to create durable assets and strengthen the livelihood resource base of the rural poor. The choice of works prescribed in the guidelines for the act addresses causes of chronic poverty like drought, deforestation, soil erosion etc., so that the process of employment generation is

sustainable. The main features of the act and scheme include that a household will have to apply for registration to the local Gram Panchayat, in writing. Panchayati Raj Institutions (PRIs) have a principal role in planning and implementation of works executed under MG NREGS. Each Gram Panchayat has to prepare a shelf of projects. The selected works to provide employment are to be selected from the list of permissible works.

MGNREGS with its guarantee of upto 100 days of unskilled work for every household, has been envisaged as gender sensitive scheme. The design features of this scheme make this scheme gender sensitive. The participation of women in the workforce has surpassed the statutory minimum requirement of 33 percent and through this it has protected the women justice and rights. The Act provides some explicit entitlements for women to facilitate their full participation. These include:

- Equal wages for men and women – Equal wages shall be paid to both men and women workers and the provisions of Equal Remuneration Act, 1976 shall be complied with.”
- Participation in Management and monitoring of the programme – The gram sabha will elect the members of the committee and ensure that SC/STs and women are represented on it.
- Participation in social audit –The timing of the forum must be such that it is convenient for people to attend – that it is convenient for workers, women and marginalized communities.
- Providing support for child care, and convenience to households – The guidelines mention the need for a crèche at the worksite, and for the works to be convenient for families.
- Ensuring that single women are eligible – By recognizing a single person as a household, the Act makes it possible for widows and other single women to access this work for widows and other single women to access work.

2. Statement of Research Problem

The act envisages certain rights, entitlements and facilities for the women workers working under the scheme. These were aimed at providing a conducive environment to the female workers so as to ensure their participation in the scheme. Their participation would automatically translate into more resources flowing into the hands of the females in the rural areas leading to their economic and democratic empowerment. The bare perusal of the performance of the state

of Himachal Pradesh and different districts indicate that the female participation has been more than mandatory (under the act). Seemingly, the objective of participation has been realized however, it remains to be ascertained whether the participation has resulted into intended outcomes vis a vis empowerment of the women. The empowerment should further translate into increased decision making by women, more say in running household, less dependence on male adult members in financial matters, increased spending on themselves and feeling of self sufficiency. The right and entitlements enshrined in the Act aim to empower women and their role in women empowerment cannot be undermined. The present paper attempted to look into these major dimensions and the outcome of the scheme to assess the gap in theory and practice

3. Objectives of The Study

The study has been conducted with the following objectives-

- i. The role of MGNREGS in women's empowerment.
- ii. To find out the problems that hinder women's participation in MGNREGS.
- iii. Suggestions to make MGNREGS more effective and responsive to the needs of women.

4. Research Methodology

It is a descriptive study with a view to analyze the impact of MG NREGA on the empowerment of women in rural areas of the district. An attempt has been made in this paper to ascertain the real contribution that MGNREGS has made towards the economic and social upliftment of women. The focus was on significant factors which affect the participation of women in the scheme, presence of various worksite facilities, mechanism for selection of works, taking benefits of the scheme and participation of women in overall implementation of the scheme. The study was undertaken in selected blocks of District Sirmour, Himachal Pradesh. Sirmour is a backward district of Himachal Pradesh where MG NREGS has been implemented in the Phase-1 in 2006. The district has six development blocks out of which three blocks viz. Nahan, Pachhad & Paonta Sahib have been selected as sample. Pachhad block represented the hill area, Paonta is a typical plain valley and Nahan block represented hills and plains geographical area. The geographical contrast of these three blocks gave fair representation of the areas and indicated the variation in the respective dimensions of the factors studied in the paper. The data for the present study was collected through both primary & secondary sources. The primary data sources included information generated by administering schedules to the workers,

data collected through extensive field visits to various GPs besides focussed group discussions with the elected representatives and beneficiaries, both males & females. The secondary data was collected from the offices of Rural Development Directorate, District Programme Coordinator, Project Director and Project Officer (DRDA), MGNREGS guidelines, Official circulars, orders, notifications, directions etc. issued by Department of Rural Development (Govt. of India & State Govt.) from time to time. In addition to this, management information system website www.nrega.nic.in of Government of India was accessed to collect the required information. The entire population of the district is spread over six development blocks and 228 panchayats. A sample of 3% households from the total 15118 households spread over three selected development blocks has been taken which comes to 450 households. The 450 respondents were the workers with atleast 150 women i.e. 1/3rd beneficiary workers to be females as per the provisions of MGNREGS. Efforts were made to select the respondents in way which is representative of the entire population. The data collected through the schedules has tabulated and analysed in accordance with the objectives of the study to arrive at the meaningful conclusions.

5. Analysis of Data

The primary data collected from the sample Gram Panchayats has been tabulated, classified and analyzed in accordance with the objectives of the study to reach at logical conclusions. The data contains information on distribution of respondents in term of their participation as workers under MG NREGS over the years, the provision of work to these workers, the impact of the earnings of the scheme on the life of workers and the overall contribution of the scheme towards women workers. The data collected has been further classified into two broad categories and further four sub categories of both the categories. The presentation of data in categories and sub categories makes an in depth analysis of women empowerment related aspects of MG NREGS in sample GPs of District Sirmaur, Himachal Pradesh.

5.1 Participation in the scheme

One of the indicators of the success of the scheme is the interest evinced by the people in the scheme. It can be measured by the person days generated under the scheme. Looking at the aspect of women empowerment, the number of women person days generated gives a good idea of women's reliance on the scheme for generating livelihood.

TABLE 1: Person days Generated under MGNREGA in Sirmaur

Sr.No.	Financial Year	Person days Generated
1	2012-13	17.13
2	2013-14	18.45
3	2014-15	14.25
4	2015-16	9.17
5	2016-17	15.62

Source: <http://mnregaweb4.nic.in>

TABLE 2: Women Person days Generated under MGNREGA in Himachal Pradesh

Sr. no.	Financial Year	Women Person days Generated
1	2012-13	4.82
2	2013-14	5.8
3	2014-15	7.44
4	2015-16	3.87
5	2016-17	6.02

Source: <http://mnregaweb4.nic.in>

As is evident from table 1 and table 2 that the total person days and total women person days generated over last 5 years has been showing a varying trend. It indicates that the demand of work has been fluctuating. However, notably the percentage of women as against total person days generated has been nearly steady which means that the participation of women has been continuous and the scheme has been able to give the women the desired results.

5.2 Driving Factors

It is important to ascertain as to why people participate in the scheme. The results of this probe draw us to the real need of people and only then the contribution of the scheme can be judged.

TABLE 3: Main Reason to Work under MGNREGS

Gender	Main reason to work under MGNREGS				Total
	Unemployment	Poverty	Benefits of scheme	Request of Panchayat	
Male	114 (25.3)	60 (13.3)	33 (7.3)	15 (3.3)	222 (49.3)
Female	102 (22.7)	90 (20.0)	26 (5.8)	10 (2.2)	228 (50.7)
Total	216 (48.0)	150 (33.3)	59 (13.1)	25 (5.6)	450 (100)

Source: Data collected through primary probe

Note: figures in parenthesis indicate percentage

Table 3 indicates that the primary reason for most of the workers to work under MGNREGS was unemployment and poverty. The effect has been more significant in case of women where higher percentage of respondents attribute their participation in MGNREGS to these two factors. These causal factors make it more interesting to see the impact of the scheme on women empowerment because both these factors are major hindrance to empowerment. Other factors like benefits of the scheme and request made by the GP members/ official don't seem to have a major contribution in driving people to work.

5.3 Income generated by MGNREGS

The usefulness of the scheme does not stand a chance if it is not able to give people the desired income within the limitations of the scheme. If the scheme does not contribute to alleviate poverty or unemployment by providing wage employment which generates some income to the workers then the scheme serves no purpose.

TABLE 4: Income Generated By MGNREGS

Gender	Main reason to work under MGNREGS				Total
	1000-2000	2000-5000	5000-10000	More than 10000	
Male	6 (1.3)	26 (5.8)	71 (15.9)	117 (26.0)	220 (48.9)
Female	12 (2.7)	51 (11.4)	79 (17.7)	88 (19.5)	230 (51.1)
Total	18 (4.0)	77 (17.3)	150 (33.6)	205 (45.5)	450 (100)

Source: Data collected through primary probe

Note: figures in parenthesis indicate percentage

Table 4 indicates the annual income generated by the beneficiaries by working under MGNREGS. Nearly half of the respondents (45.5%) earn more than ₹ 10000 from the scheme. In case of Himachal Pradesh MGNREGS can generate a maximum of ₹ 18000 per household. Given this fact, a large number of respondents earning more than ₹ 10000 is a good figure. Overall, majority (79.1%) of the respondents earn more than ₹ 5000 which though is not a substantial amount yet for people living in absolute rural areas gives a semblance of hope to sustain them. However, it is worth noting that females who seem to have no other source of income work less under the scheme. It is to be ascertained as to what are the factors responsible for their limited participation.

5.4 Contribution of MGNREGS

It has been discussed in the preceding paragraphs that the people who were in need of work have started to work and earn because of MGNREGS. However, the real contribution of the scheme lies in the perception of beneficiaries about the benefits of the scheme. If even after working under MGNREGS the perceived income of the beneficiaries of the scheme has not gone up then the contribution of the scheme is meager.

Table 5: Contribution of MGNREGS

Gender	What is your opinion about the contribution of MGNREGS					
	It has increased your income		It has increased your savings		You are able to spend more money on yourself	
	Yes (A)	No (B)	Yes (C)	No (D)	Yes (E)	No (F)
Male	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)
Female	202 (88.6)	26 (11.4)	153 (67.1)	75 (32.8)	132 (57.8)	96 (42.1)
Total	202 (88.6)	26 (11.4)	153 (67.1)	75 (32.8)	132 (57.8)	96 (42.1)
G. Total	228 (A+B) (100)		228 (C+D) (100)		228 (E+F) (100)	

Source: Data collected through primary probe

Note: figures in parenthesis indicate percentage

It is evident that 88.6 percent of the women beneficiary respondents feel that their income has increased because of MGNREGS. Another 67.1 percent of the women beneficiary respondents feel that they are able to save more because of MGNREGS. Yet another 57.8 percent of the women beneficiary respondents opine that because of MGNREGS they are able to spend on themselves. Thus MGNREGS has contributed to the earning of the women workers, it has increased their saving which means that they have some surplus money and more importantly they feel that they have been able to spend on themselves which is an indicator of the fact that the women workers have been empowered to the extent that have been able to create an autonomous space for themselves.

5.5 Women and decision making

It had become evident from table 5 that majority of the women beneficiary respondents feel that their income, savings and expenditure on self had increased because of MGNREGS. However, it still remains to be ascertained as to what has been the impact of the increased income on the life of the women. In fact more than the increase in income the effect that the increased income makes matters. Whether the increased income creates any difference towards household decision making and what are the areas that are getting targeted by the enhanced income is of crucial importance in knowing the impact of the scheme.

Table 6: Decision making by women

Gender	Because of increased income due to MGNREGS, areas where your contribution in decision making has increased						
	Food choices	Education of children	Monthly expenses	Standard of living	Saving related	No difference	Total
Male	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)
Female	30 (13.1)	104 (45.6)	67 (29.3)	16 (7.0)	11 (4.8)	0 (0.0)	228 (100)
Total	30 (13.1)	104 (45.6)	67 (29.3)	16 (7.0)	11 (4.8)	0 (0.0)	228 (100)

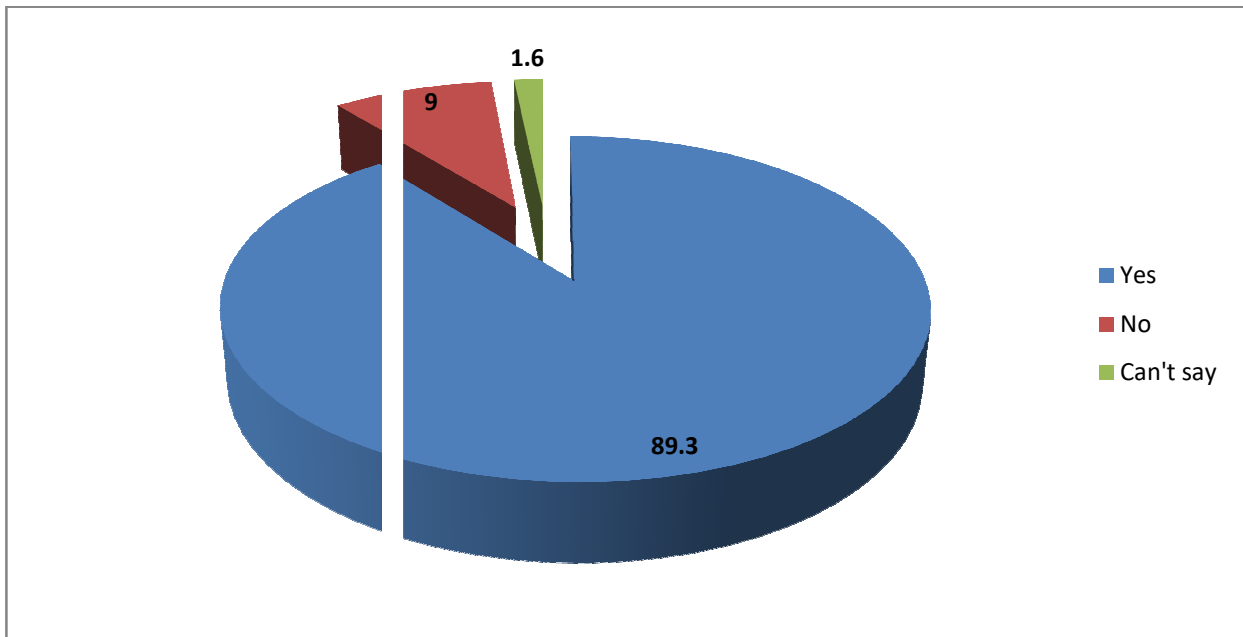
Source: Data collected through primary probe

Note: figures in parenthesis indicate percentage

Table 6 indicates that all the women beneficiary respondent feel that the MGNREGS has made some contribution, big or large, towards them making a decision or making a contribution in the decisions taken at the house level. The most substantial contribution of the scheme is towards the women taking a decision about education of their children followed by decision related to monthly expenses followed by decision related to food choices. Education of the children for nay mother happens to be an area of prime concern. Similarly, in a rural society where most of women do not have opportunities to earn MGNREGS has made the women rise up to a level where they can take decisions and can influence decision is major contribution of the scheme. The low contribution in areas like savings and standard of living related decisions can be attributed to the less income generated by MGNREGS. However, impacting the major areas of household, as discussed, is a significant achievement.

Another aspect of increase in income and enhanced role in decision making is the respect that women earn because all of a sudden they have started to earn which until MGNREGS has come was nearly absent. The contribution that women make towards income or decision making would have no meaning unless women get their rightful place in society accompanied by respect and dignity.

Figure 1: Whether Respect for Women has Increased?



Source: Data collected through primary probe

Figure 1 indicates that 89.3 percent of the women beneficiary respondents agree that the respect for women have gone up after they have started earning. 9 percent of the women beneficiary respondents do not agree that women have earned more respect after they have started to earn. 1.6 percent of the women beneficiary respondents remained inconclusive on this issue.

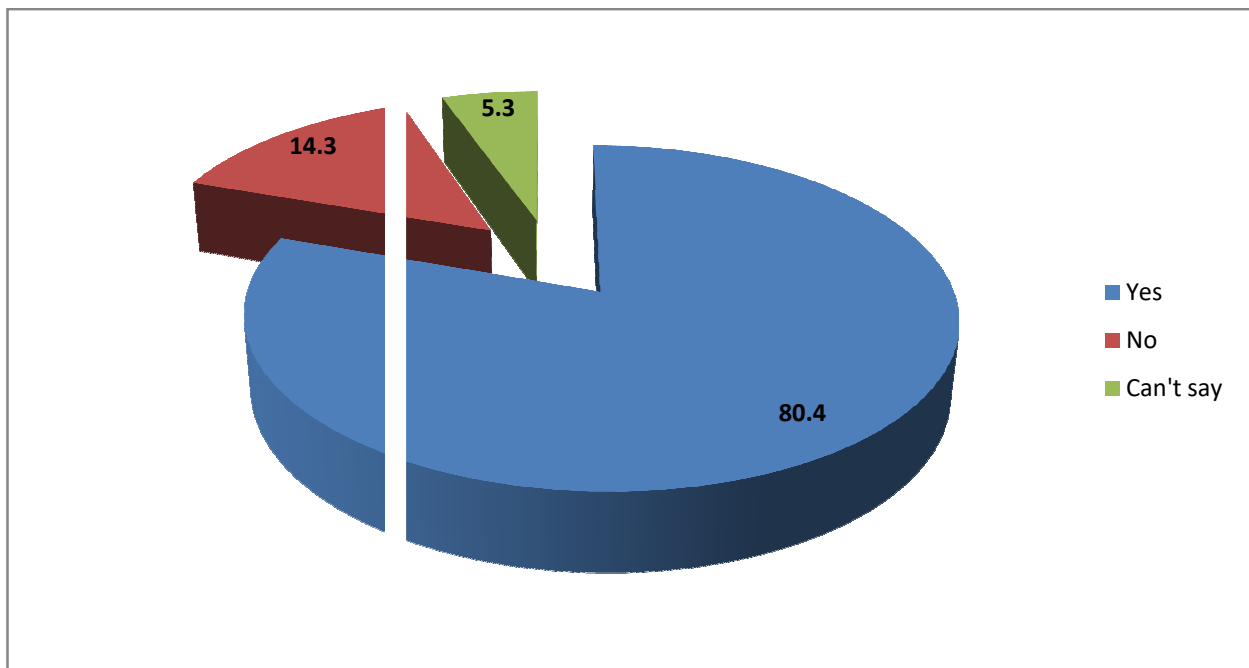
5.6 Role of women in selection of works

Another aspect of impact of contribution of MGNREGS on women is whether their role in selection of works has increased. This is an indicator of the role that women play in society and the role that society has accepted for women to play. In a society which has been largely

dominated by men, the relative acceptance of role of women in selection of works is an indicator of empowerment of women.

Figure 2 indicates that 80.4 percent of the women beneficiary respondents feel that the women play an important role in selection of works which is an indicator to their growing presence in the democratic process. 14.3 percent of the women beneficiary respondents feel that women have no role to play in selection of works whereas 5.3 percent remained inconclusive on this issue.

Figure 2: Do Women Play a Role in selection of Works?



Source: Data collected through primary probe

5.7 Limited participation

On the basis of discussion held in previous paragraphs it seems that MGNREGS has the potential to contribute significantly to the upliftment of rural masses especially women. However, the participation of rural people has been limited. Seemingly there are certain factors which hinder the participation of rural people which must be done away with in the interest of rural society and country as a whole.

Table7: Reasons for households not completing 100 days of work

Age (In Years)	Reason for majority of households not completing 100 days of work					
	Untimely work	Less wages	Untimely wages	Only 100 days of work	Unsuitable work	Total
18-30	34 (7.6)	58 (12.9)	12 (2.7)	5 (1.1)	4 (0.9)	113 (25.1)
30-40	41 (9.1)	79 (17.6)	15 (3.3)	9 (2.0)	3 (0.7)	147 (32.7)
40-50	30 (6.7)	61 (13.6)	9 (2.0)	9 (2.0)	0 (0.0)	109 (24.2)
More than 50	25 (5.6)	43 (9.6)	6 (1.3)	6 (1.3)	1 (0.2)	81 (18.0)
Total	130 (28.9)	241 (53.6)	42 (9.3)	29 (6.4)	8 (1.8)	450 (100.0)

Source: Data collected through primary probe

Note: figures in parenthesis indicate percentage

It appears that less wages, untimely work and untimely wages are the three major reasons for less participation of workers in the scheme. These reasons stand in way of the beneficiaries completing 100 days of entitled work. The contribution of the scheme and the outcomes could have been different if most of the households complete 100 days of work.

5.8 Worksites facilities

The act mandates certain facilities to be present at the worksites so as to facilitate the workers. The presence of certain worksite facilities like crèche and shade is more important for women due to gender specific issues and physical limitations of women. Table 8 reveals that except drinking water none of the facilities exist at the worksite therefore making it difficult for women to participate fully in the scheme. It creates an inconvenient and non conducive environment for them to work.

Table 8: Worksite facilities

Gender	Are following facilities present at MRNREGS worksite							
	Shade		Drinking water		First aid		Creche	
	Yes (A)	No (B)	Yes (C)	No (D)	Yes (E)	No (F)	Yes (G)	No (H)
Male	65 (14.5)	158 (35.1)	154 (34.4)	69 (15.3)	31 (6.9)	192 (42.6)	19 (4.2)	204 (45.3)
Female	66 (14.7)	161 (35.7)	166 (37.1)	61 (13.5)	27 (6.0)	200 (44.4)	21 (4.7)	206 (45.7)
Total	131 (29.2)	319 (70.8)	320 (71.4)	130 (28.8)	58 (12.9)	392 (87.1)	40 (8.9)	410 (91.1)
G. Total	450 (A+B) (100)		450 (C+D) (100)		450 (E+F) (100)		450 (G+H) (100)	

6. Findings

The major findings and conclusions that emerged from the analyses are briefly summarized hereunder.

- There is strong correlation between the need of workers for job and the employment provided by the scheme.
- It is a matter of concern that low percentage of households demanding employment completed 100 days of work against the mandate to provide atleast 100 days of unskilled work to willing households.
- By not being able to give timely wages to the people, the reliance of people on MGNREGS as a mode of guaranteed employment is dispelled. As a result, people look towards MGNREGA only when nothing else is available.
- A large number of respondents cited untimely work, inadequate wages delayed wage payments as factor presenting people from completing 100 days of work. There are procedural lapses and consequences of inappropriate implementations of work.
- In absence of the worksite facilities, the basic purpose of the Act to provide minimum comfort to people and to make working conditions better gets defeated and it can lure people away from MGNREGS.
- In absence of worksite facilities the mothers prefer staying at home which is not only detrimental to implementation of the Act but runs contrary to one of the goal of the Act i.e. women empowerment.
- MGNREGS has led to women playing a significant role in selection and planning of works.
- MGNREGS has led to enhanced contribution of women in decisions related to significant household matters. This has given them voice and recognition.
- MGNREGS has led to increased respect for women in the society. In this context the contribution of MGNREGS towards women empowerment has been significant.
- MGNREGS has enhanced self sufficiency among women thereby making a huge contribution in building self esteem and confidence of women.

7. Suggestions

On the basis of experience in the implementation of rural development programmes in the country, we must evolve appropriate strategies to be adopted in future to fulfil our long cherished goal of poverty alleviation, unemployment and women empowerment. The parameters and

components of rural development need to be prioritized taking into account the achievements made so far and the ultimate objectives of socio-economic upliftment of the rural people particularly the rural poor. On the basis of the field study and the analysis drawn, following measures are suggested to make the performance of MGNREGS better-

- The worksite facilities must be ensured as it has a significant impact on the participation of people. The inline portal must have photographs of worksite facilities and a certificate to the effect that all the worksite facilities were provided.
- The number of entitled days need to be increased from the present 100 to about 200 so as to give a decent income to the poor households.
- All households completing 100 days of work should be given incentive so that most of the families make efforts to complete 100 days of work.
- Women specific work should be identified and male workers can be allowed to work on those works only if no women are available to work.
- Number of days for single women households should be increased from 100 to 150 or 200 so that adequate work is available.
- Skill development should form intrinsic part of the scheme so that MGNREGS leads to livelihood generation on permanent basis.

8. References

Alan W. Childs and Garg B. Melton, *Rural Psychology*, Plenum Press, New York, 1983.

Brooke Shanan west, *Does employment empower women*, Cornell University, USA, 2006

Disa Sjoblom and John Farrington, "The Indian National Rural Employment Guarantee Act: Will it reduce poverty and boost the economy", Overseas Development Institute, London, 2008

Dr. Harnam Singh, Dr. Amit Kumar Dwivedi & Dr. K. Nagraj Rao, *Rural Development in Post Colonial Era*, Bookwell Publishers, New Delhi, 2012

Dr. Harnam Singh, Dr. Amit Kumar Dwivedi & Dr. K. Nagraj Rao, *Rural Development in Post Colonial Era*, Bookwell Publishers, New Delhi, 2012

Gagan Kumar Singh, "Administration for Rural Development Programmes in India", Abhijeet Publications Delhi, 1st Edition 2003

- LC Jain with B.V. Krishnamurthy & P.M. Tripathi, "Grass without Roots: Rural Development under Government", Sage Publications, New Delhi/London/Bevely Hills, 1985.
- N. Sreeramulu, Rural Development Administration in India, Serial Publications, New Delhi, 2011
- Najmunessa Mahtab, Rural Development: Towards Integrated Approach, Ramesh K. Arora (ed.), The Mosaic of Rural Development: Ccross- Nation Administrative Concerns, The Centre for Administrative Change, Jaipur, 1994.
- Paul P. Sreeten, Alternative Theories and the Meaning of Development , in Michael P. Torado, Economic Development in the Third World, Orient Longman, Hyderabad, 1993.
- Puja Dutta, Rinku Murgai, Martin Ravallion & Dominique van de walle "Right to Work: Assessing India"s Employment Gua
- Thomas G. Fraser, India"s Rural Transformation and Development Issues, Processes and Direction, Suryodya Books, New Delhi, 2013
- World Bank, Sector Policy Paper on Rural development, World Bank Publications, Washington DC, 1975.