

**GOVERNMENT OF WEST BENGAL**  
**Panchayats & Rural Development Department**  
Joint Administrative Building  
Block HC-7, Sector -III, Salt Lake  
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Date: 19/05/2017

From: Dibyendu Sarkar, IAS  
Commissioner, MGNREGA

To: The Principal Secretary, GTA  
The District Magistrate and District Programme Coordinator (all),  
The Additional Executive Officer, Siliguri Mahakuma Parishad

Sub: Indicators for monitoring performance in Mahatma Gandhi NREGA.

Madam/Sir,

As we are early in the financial year, your kind attention is drawn on the following aspects of performance monitored by the Ministry of Rural Development, Government of India. Highlighting these specific indicators of performance does not necessarily undermine the importance of other programme priorities as has been and are being communicated from time to time. However, these are specific areas in which the states, districts, blocks and Gram Panchayats are assessed in the public domain by using the national Mahatma Gandhi NREGA portal ([www.nrega.nic.in](http://www.nrega.nic.in)).

All the indicators are available in R.15- Relative Performance in the 'Report from MIS' section of the national portal. Following are the indicators:

1. **Percentage of person-days generated against last year's performance:** It is expected that performance of individual units in terms of generation of person-days will increase over the years. So, when there is year-end comparison with the previous year, data must show increase. More the better.
2. **Average days per household:** This is an area where we are always at a receiving end. We do talk of substantially larger job-seeker base which does not support higher average. However, it is also a fact that proper monitoring to provide relatively higher days of work to the really vulnerable individuals and

households can substantially improve the situation. Giving limited days of work to a larger section of job-seeking households does not bring about changes either in the economic status of such households or in the assets status of the villages. It is advisable to limit the base as much as possible without violating the provisions of the Act and adversely affecting the interest of the vulnerable households. Cleansing of the job card database may be one of the approaches towards increasing the average days per household as this will somewhat shrink the base.

3. **Percentage of households completing 100 days:** This, again, is an area where we have miles to go. A general tendency to distribute benefit among as many people as possible directly works against increasing the percentage of households completing 100 days. It is agreed that we have 1.24 crore job cards, close to 50 per cent of which comes back every year demanding work. It is probably also a reality that at least 20 per cent of such households do not come back to Mahatma Gandhi NREGA as serious job-seekers and end up reporting for less than 20 days of work in a year. If we could cut down on this 20 per cent and focus on the bottom 20 per cent who really need wage support from Mahatma Gandhi NREGA, 100 days completion rate could easily be brought up to cover close to 15 lakh households in a financial year. For the current year, we will be targeting to provide 100 days of work for this bottom of 20 per cent of job-seekers.
4. **Percentage of work with convergence:** This is an area where West Bengal as a State is a frontrunner in the country. However, there is wide variation among the districts. Even when works are done in convergence, often the same is not reflected in the MIS. If properly guided, the people in charge of data entry may suitably show a work taken in convergence in the convergence portal itself.
5. **Work completion rate:** This is a recurrent problem and we have requested the Ministry to introduce a system of marking work as completed when the work is actually physically completed in the field. However, the prevailing system makes it possible to complete a work only when all payments pertaining to the work is

completed. Even then, with the fund-flow stabilizing, a little more pro-active monitoring may substantially improved the scenario.

6. **Percentage of SC/ST households provided employment against registered SC/ST:** This is a simple calculation showing the relative weightage between SC ST households registered and the SC/ST households provided. Since these two categories of people are nationally accepted as vulnerable, more you provide employment to the registered SC/ST households (both in days and numbers) your performance on the basis of the indicator improves. It is certainly possible to show positive improvement on this count. What is actually required is a little more focused intervention in these directions and stronger monitoring.
7. **Percentage of wage paid within 15 days:** This is the last and the most important indicator monitored by the Ministry. In the NEFMS era, the situation has substantially improved. We are no longer judged on the basis of date by which payments are credited into the accounts of the job-seekers. We are now judged on the basis of the number of muster rolls against which the second signatory could sanction the FTO after observing all formalities within the 8<sup>th</sup> day from the last date of work, as mentioned in the muster roll. If this process is completed within T+8 days (T denotes the last day of work as mentioned in the muster roll), we are accepted as not perpetrating the delay in payment of wages. This is certainly possible in 99 per cent of the cases if the monitoring system keeps an eye on the processes leading to FTO generation.

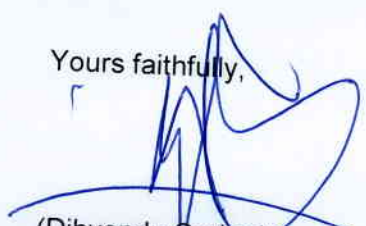
I would expect the districts to monitor performance of the blocks and Gram Panchayats on the basis of the indicators mentioned above. Along with the indicators you will certainly continue to give focus on

- Completing job card verification.
- Completing the survey of manual casual labourers and related processes.
- Continuing generation of asset IDs and geo-tagging of assets.
- Focus on agriculture and allied activities.
- Focus on Natural Resource Management (NRM).
- Focus on convergence.

- Emphasis on individual benefits scheme
- Prioritizing activities like IHHL farm pond, Vermin and NADEP composting, Anganwadi Centres and plantation with usufruct rights.

Finally, I would urge upon you to constantly innovate within the list of approved activities in Mahatma Gandhi NREGA so as to improve its intensity, its effect livelihood, its effect on environment, social infrastructure and visibility of the programme.

Yours faithfully,

  
(Dibyendu Sarkar)  
Commissioner, P&RD Department

19/05/17