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Familiarity of Information and Communication Technology (ICT) Enabled Services among MNREGA Beneficiaries: An Empirical Study in Anantapur District

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Abstract

Information and Communication Technology (ICT) became an essential tool in integrating various stakeholders while implementing public policies. One such policy that provides 100 days guaranteed employment to rural unskilled labours is Mahatma Gandhi National Employment Guarantee Act (MNREGA). The familiarity of available ICT facilities among workers plays a vital role for public participation in decision making. This paper examines the ICT awareness among MNREGA workers in Anantapur district of Andhra Pradesh and explores the accessible automation facilities. The study analyses the technological mechanism being implemented in India's largest employment programme. The paper explores the vacuum formed in between public consciousness and technical utility that hinders beneficiary and administrative interface.

Keywords: MNREGA, ICT, UHD, Geotagging, Kiosks & Community Radio.

Introduction

Welfare policies are formulated to bring socio-economic development in the society. In developing countries, citizens below the poverty line look towards the government for their survival. Wellbeing of the underprivileged is the underlying rationale to device wage employment schemes. Essentiality of a successful policy is to aid the poorest who resides within the territory. Expansion of services needs to be strengthened with supportive administrative and operational functionaries. The onus lies on the states to minimize or even eliminate the grafts that occur while implementing social safety programmes.

Information and Communication Technology (ICT) has brought the digital application to deliver goods and services to the citizens. Also, contemplated that transparency and accountability shall be achieved through automation of operational activities. Government of India launched one of its ambitious guaranteed wage employment programme in 2005 known as Mahatma Gandhi National Rural Employment Guarantee Act (MNREGA). Technology integrated this flagship programme with administration, operational functionaries, business and citizens.

This paper will discuss the ICT facilities being implemented in India's largest employment programme. The study intends to assess the utilization of technology that begins in identifying the worksites and ends at the disbursement of wages to the stakeholders. It tries to examine the possibility of attaining ideal features of good governance like administrative transparency and accountability through digitization. Besides, it explores the vacuum formed in between public consciousness and technical utility that hinders beneficiary and administrative interface.

The research objectives of this paper are:

1. To analyze the ICT mechanism implemented in MNREGA.
2. To examine the awareness of beneficiaries in technology utilization in MNREGA.
3. To explore the available infrastructure for ICT interface between operational functionaries and citizens.

Aim of the Study

The objective of the paper is to identify the beneficiaries' awareness in ICT implementation in MNREGA, India's largest employment programme. The rationality behind this study is to examine policies will be successful only through public consciousness. Awareness of policy procedures makes the workers to question whenever an irregularity occurs.

MNREGA

MNREGA was launched on 2nd February 2006 in a remote village Bandlapalli of Anantapur district in Andhra Pradesh. Since inception, it was implemented in a phased manner covering 200 and 130 districts in phases I & II. On April 1st 2008, phase III was launched that covers remaining districts of the entire nation. At present, MNREGA spreads across 691 districts of India encompassing 6,922 blocks and 2, 63,101 Gram Panchayats (GP) (mnrega.gov.in).

The principal objective of MNREGA initiative was to provide guaranteed 100 days livelihood to the rural unskilled workers. The available human resource will be diverted in producing community assets that enhance the infrastructure development of the remote hamlets of the nation. Besides, addressing chronic poverty, programme assists in creating development works, curtail rural to urban migration and empower grassroots democracy. This is a demand driven wage employment scheme, as an appeal for the work will be from the workers. If work is not provided, unemployment allowance shall be paid to the beneficiaries.

Acceptable assumption across the world is ICT utilization in carrying out public policies as a means to achieve the principles of good governance. Delivering transparency and accountability through public programmes are considered as essential features to judge the quality of administration. Automation was regarded as a mechanism that integrates various stakeholders and realizes the desired objectives of the public policy. Several public programmes were linked to technology and India's largest social safety programme, MNREGA is no exception.

Technological usage in MNREGA can be classified into two ways. The web enabled Management Information System (MIS) forms the first. MIS was designed by National Informatics Centre (NIC) along with the Ministry of Rural Development (MoRD) known as NREGA Soft (Sharma, n.d). The first version was introduced with the launch of the scheme and present being in usage is NREGA Soft V 1.5 version. The MIS will disseminate the relevant information and data about the implementation of MNREGA.

It carries the registered households for the work in GP's, assets created till date, ongoing works, budget sanctioned and disbursed, and detailed reports (mnrega.nic.in). User manuals are equipped for both officials and beneficiaries in managing to upload and procure information respectively. Data is thrown open and is at ease accessible to everyone. MIS led official website builds an indirect relationship that can be operated when a citizen wishes to have specific information in which he/she is interested.

The interface between workers and IT devices is considered as another way of technical utility. Administering biometric attendance through handheld devices, accessibility to Soochana Seva Kendras (Kiosks), use of smartcards and possessing personal mobiles (if possible android) are the means of interaction between them. The study is intended to understand the IT awareness of MNREGA beneficiaries. Their insight about technology usage and procuring information provides an understanding of the success of the scheme. Ability to discern automation among workers will make to recognize their participation in decision making.

Review of Literature

An article by Anil Rajput and K. Mani Kandhan Nair titled Role of Information Technology in NREGA in South India in the book Role of ICT in Mahatma Gandhi National Rural Employment Guarantee Act (MNREGA) (Paul & Pasha, 2011), analyses the limitation of not using technology in public policy programmes. The paper highlights the pressing need of ICT integration with employment programme to achieve transparency and accountability. Digitization will enhance authenticity and accuracy in service delivery.

In Bhilwara district of Rajasthan, a case study was conducted titled Suppporting the Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS) through ICT, was done by Governance Knowledge Centre (GKC) and OneWorld Foundation India (OWFI) (GKC & OWFI, 2010). The study examines the awareness of ICT devices among the MNREGA beneficiaries. Handheld devices, Smart Cards, Biometric devices and Information Kiosks are equipments identified for the study. Workers expressed acquaintance only on Kiosks and were unaware about others.

NREGASoft

The ICT Solution, is a presentation by MoRD and NIC. It examines the limitations in the implementation of employment programme without ICT (MoRD & NIC, n.d.). Duplication of work, parking of funds and partial wage payments are the obstacles to be solved by technology utilization. It highlights the advantages of IT utilization in MNREGA.

Methodology

Anantapur district in Andhra Pradesh was selected for the study. Though it was taken on random, yet certain geographical features compelled to undertake here. Firstly, it is one of the backward districts in the country and the largest district in the state with 19,130 Km^2 in area. Annual rainfall of the district is recorded as 553 mm which is lower than the state's average i.e, 1067mm (Directorate of Census Operations, 2011). 70% of the population lives on farming and scanty in precipitation, MNREGA work became a secured livelihood source for the rural dwellers.

Five villages of Anantapur rural panchayat on random are identified for the study. The assumption is, Information and Communication Technology (ICT) is consistent in its implementation and discrepancy lies on the user i.e, how it is being utilized. The respondents comprise of MNREGA

workers and concerned officials of the villages. 20 workers selected randomly at the worksite are taken for the study. No two workers are from the same household job card.

Questionnaire and interview method are adopted to interact with the respondents. A structured questionnaire with closed and open questions is posed. The questionnaire constitutes two divisions. First division requests for the individual information and second poses for ICT related job details. Nominal and ordinal measurement was utilized in framing the questions. Illiterate workers are explained in the local language about the questions being asked. Officials who are unavailable at the worksite/office are queried over phone.

ICT & MNREGA Workers

UNESCO digital library has defined ICT as "The term 'information and communication technologies'(ICT) refers to forms of technology that are used to transmit, process, store, create, display, share or exchange information by electronic means" (UNESCO, 2007). ICT is a process of communication in sharing knowledge that can retrieve at an appropriate time by securing in a consistent medium. Technology facilitated in the dissemination of information to the citizens and allowed for public participation in decision making.

The following are the possible areas of ICT interface with the MNREGA workers.

Unified Handheld Devices

UHD's are introduced on 2nd February 2011 by the Union government (OWFI, 2011). The electronic instrument is designed with software to ensure biometric attendance of the workers at the worksite. This procedure eliminated the possibility of proxy attendance and ensured transparency. The device is GPS encoded and identifies the location of its application. Hitherto these UHD's, workers used to depend on mates (supervises the work) or panchayat officials for any details.

With a thumb impression, the UHD disseminates the number of days of work done, days remaining, the amount credited, demand for work and issue of work receipt. Earlier, the worker used to visit a mate's residence or panchayat office to get work related details. This is a multipurpose device operated by the Gram Rozgar Sahayak (GRS). The instrument is audiovisually enabled, one who cannot read can listen. Technology initiative has reduced the scope of official intervention in disbursing worker particulars.

Kiosks

Known as Soochana Seva Kendra or Information Kiosks, performs the similar functions of UHD's. Kiosks and UHD's differ in three aspects. They are: Kiosks are immobile, fixed at the panchayat office and displayed on a big screen. Whereas the UHD is movable, administered at the worksite and has a small screen. If a worker knows how to operate, Kiosks can be operated independently without assistance. Functioning of UHD is under the control of an official i.e, GRS. A kiosk displays various work options to select by a worker and the devices have limited options for selection.

With the collaboration of One World Foundation India (OWFI) and Ministry of Rural Development (MoRD), Kiosks are installed in 10 villages each of Bhilwara and Udaipur districts of Rajasthan for the first time (OWFI, 2010). Kiosks eliminated the middlemen intervention between the worker and information. It brought transparency in disseminating individual details and accountability of officials to disclose information on time. Women, elderly and specially challenged people from remote hamlets will face difficulties to access Kiosks as they are installed at panchayat offices.

Wage Payment

Enacted MNREGA legislation states that wages to be paid either by cash or cash and kind (The Gazette of India, 2005). To eliminate administrative corruption, delay in payments and time disbursement, three initiatives are introduced. Each of them has been implemented differently in different villages. Even these methods are applied in the same village at different periods of time. Firstly Post office savings accounts are opened for the workers to credit the wages. Indian Post Payment Bank was initiated to disburse wages by administering a thumb impression of the workers (PoTools, 2016). A message to the postman is sufficient, so as to deliver wages at their hamlets.

The policy of financial inclusion brought the MNREGA beneficiaries under the ambit of scheduled commercial banks. Wages were credited to the bank accounts, where the banks are located near to their villages. If both the financial institutions i.e, posts/banks are far away, the third method was introduced. Business Correspondents (BC) are inducted to disburse wages at the worksites with the help of a smartcard (MoRD, 2012). The aforementioned three methods were implemented on various occasions to pay wages to the workers.

Accessibility of Personal Mobile

Need to communicate with officials/mates, register and demand for work, receive wage credited messages and access to information are a few functions operated by beneficiaries for MNREGA work. Possessing a smartphone brings more benefits than ordinary cell phones. Apart from getting individual information, details about the project like work reports, budget estimates, sanctioned worksites, completed works in a financial year can be accessed by the devices. Accessibility to MNREGA official websites (Centre & States) will be enhanced with an android instrument. Mobile telephony will empower the dwellers at remote clusters by disseminating information about the programme.

Community Radio

Community radio is a type of radio service that offers a model of radio broadcasting beyond commercial and public service. The broadcasting serves geographic communities and communities' interest (Al-Hassan, Andani, & Abdul Malik, 2011). Community Radio (CR) can be the initiative taken by public organizations, NGO's, educational institutions, civic societies and individuals to propagate programmes of public interest to the larger populace through a medium. CR stations will be installed with

the permission of government near to the clusters. The radio stations can advertise new government policies, social schemes, local news, and create awareness on general interest.

Success stories narration, sharing of experiences, weather forecast, prices and marketing of agricultural products are the most common features. The advantages of CR are, technology integrates the community with the outer world through knowledge diffusion, provides an opportunity for public participation and empowers through social development (JK, 2018). For ease of understanding, broadcasting is functioned in the local language. NGO's plays a vital role in installing CR stations and distributing free radio devices to the citizens who can't afford to purchase. Details on registration of MNREGA work, worksites nearby, officials to be contacted etc., by the broadcasters will benefit those who are in need.

Official-ICT Interaction

Officials who are in continuous interaction with beneficiaries and ICT interface are taken for consideration. Though higher levels utilize automation, their direct interaction with the workers is meagre. The paper is interested in ICT awareness among MNREGA workers, officials who are linked with ICT and beneficiaries are taken for study. Employees who come across regularly at the worksites are GRS, BC, computer operator cum clerk, Technical Assistant (TA), MNREGA Spatial Enumerator (MSE), Assistant Programme Officer (APO) and Programme Officer (PO).

UHD will be under the authorization of GRS, who operates the device to register attendance, demand for work, disseminate information, issue receipts etc. In few villages of AP, due to shortage of human resources, GRS will perform the functions of BC i.e, wage disbursement through handheld devices. Computer operator cum clerk is present at the Mandal Computer Centre (MCC). Data entry, pay order generation, maintenance of reports and MIS is his responsibility. He will upload the muster rolls which were filled manually.

TA will identify the possible works for MNREGA before the financial year, prepares estimates and sends for approval. He captures work measurement with the help of a mobile and the software is developed by a company known as Bluefrog technologies in AP. On 24th June 2016, MOU signed on geotagging of MNREGA assets in association with MoRD, Indian Space Research Organization (ISRO)-National Remote Sensing Centre (NRSC), National Institute of Rural Development (NIRD) and National Informatics Centre (NIC). Phase I geotagging began from 1st September 2016 across the states (MoRD, 2017). MSE will perform the geotagging of MNREGA possible assets by taking pictures from his mobile app. It will be uploaded for approval from MCC. If MSE is not appointed, either GRS or TA will perform geotagging functions.

Phase II geotagging commenced on 1st November 2017. This phase will have three stages. First stage, the official will take the photographs before the start of the work, second stage, during the work or ongoing work and final stage will have completed work pictures (MoRD, 2017). Each stage is carried with 2 photographs of the worksites. Mandal Parishad Development Officer (MPDO) is posted as PO for each mandal and APO will assist him for managing the development works. PO is authorized to perform the validation and approval of payments through digital signature. This signature usually will be performed by APO. A separate device with GPS tracking was provided to PO's that tracks his/her visit to the field.

Findings

Table 1 represents the response of respondents on three issues. The first is intended to identify their knowledge of technology utilized in the programme. This comprises awareness in utilizing ICT devices (computers, smartphones, UHD &Kiosks etc). Second is to verify their opinion on whether automation will bring transparency. The last one is to enquire how they administer their presence at the worksites.

Seven respondents out of 100 are aware of the technological implementation in MNREGA and only five workers have a considerable extent aware. 7% and 5% are aware of the ICT utilization in the programme. 15 % comprises the workers who are aware to some extent and 33% belongs to very little information about ICT. 40% beneficiaries responded to their unawareness about technology. Out of twelve workers who responded for awareness, eight have received undergraduate degrees and the remaining four are mates who pursued intermediate education. 33 workers who constitute very little knowledge of ICT, 30 are illiterate and remaining are primary school dropouts.

Table 1- Respondents response on ICT awareness, transparency and administering attendance at the worksite

Village	Number of Respondents	Extent of ICT awareness in MNREGA[1]					ICT will bring Transparency[2]					Signature at worksite[3]		
		VGE	CE	SE	VL	UA	SA	AG	N	DA	SDA	BM	Reg	TI
Kurugunta	20	02	01	04	06	07	04	08	03	04	01	---	04	16
Alamuru	20	01	00	05	06	08	08	06	03	01	02	---	05	15
Kattakindapalli	20	03	02	02	07	06	09	08	03	00	00	---	06	14
Kakkalapalli (R)	20	01	02	01	08	08	12	06	02	00	00	---	05	15
Somaladoddi	20	00	00	03	06	11	07	09	02	01	01	---	06	14

40% of the workers responded for strongly agree that technology will bring transparency, and 37% agreed for this. Together 77% belongs to this category and rest 33% are divided among expressing neutrality, disagreement and strong disagree. Only 04 workers are for strong disagreement about the

transparency in digitization. Their opinion is that the utilization of technology for an illiterate makes things complex and a chance of getting deceived are more. Information to be released depends on the official, technology can hardly identify its authenticity. 13% of the total is neutral in expressing their opinion on transparency.

Administering the signature in a biometric device is taken by GRS and on the register by a mate. Latter will be verified by GRS by a roll call. No biometric device is being utilized in any of the villages. 26% of them register in the attendance and others put their thumb impression. In total, 74% of the total respondents are illiterates who can't read, write and put signature. According to AP census 2011, the average rural literacy of the district is 59.21%. It is just lower to state rural literacy rate which is 60.45%. Rural literacy rates stress the need for educating the bucolic citizens.

Table 2- illustration of available ICT services to the beneficiaries.

Available Services	Kurugunta (In Numbers)		Alamuru (In Numbers)		Kattakindapalli (In Numbers)		Kakkalapalli (R) (In Numbers)		Somaladoddi (In Numbers)	
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Info Kiosks	--	20	--	20	--	20	--	20	--	20
Smartcards	06	14	03	17	04	16	02	18	01	19
Wage payments (Bank/Posts/BC)	20	--	20	--	20	--	20	--	20	--
Individual mobiles	16	04	20	--	18	02	19	01	20	--
ICT usage in work demand/registration/issue of receipts	03	17	04	16	03	17	01	19	05	15
Work progress captured by ICT	20	--	20	--	20	--	20	--	20	--

Table 2 illustrates the six categories of available technological services to the beneficiaries in five villages.

1. Neither of these villages under the study nor the entire mandal has installed information kiosks in the panchayat offices. The information about the workdays remaining, completed days, wages paid etc are available in three ways. 1) Job card i.e, marked attendance will be counted for the number of days worked/remaining. 2) Wages received will be verified by passbook/mobile messages/individual memory. 3) Demand for work will be registered with mate/GRS directly.
   Beneficiaries never thought of having information Kiosks that can be operated independently by them. Only mates recognized vaguely about the Kiosks and compared them with ATM like machines. None of the workers had the experience of operating a Kiosk. No one felt the absence of Kiosk as it is easy to interact with a person (mate/GRS) than with a machine. If installed in a panchayat office, workers need to travel a distance to get accessibility.
2. Wages are distributed in three procedures in all the mandals of AP. They are cash (posts) i.e., after the issue of pay slips, workers will withdraw total wages from the nearby post offices directly. There is no necessary to have savings accounts. Savings accounts and smartcards were introduced at the same time and the majority of beneficiaries preferred to have banks/posts. Savings accounts give larger benefits than smartcards. Latter can be used for MNREGA works only. If they have savings accounts, they can save/transfer and can link to other welfare schemes. Few smartcards are issued (16%). No BC was appointed in the disbursement of wages. Within a short time, the issue of smartcards was discarded and all the workers enrolled in bank accounts. At present, all the beneficiaries under MNREGA works have savings accounts in State Bank of India nearby branch.
3. Only 7% of the workers responded that they don't possess mobiles. They depend on their spouse or children in getting information. 50% of them who possess, they share instruments with their children. The unanimous response was on receiving wage credited messages in their accounts. Utilization of mobiles was to contact co-workers and mates for communication.
4. 16% opined of using ICT devices for registration, demand for work and other MNREGA works. They will contact directly GRS who registers their request regarding the work. Rest will contact the mates who act as a medium in getting the services. No UHD was used in MNREGA works. Manually filled in application will be submitted to a mate who in turn submits to GRS. Uploading data will be done at the Panchayat office by a clerk. Except for mates and who graduated, none of the workers felt of having a UHD for these services.
5. Work progress will be captured by TA with a mobile which has MNREGA app developed by Blue Frog Technologies Company. Every worker is aware of this function performed by the official. They have an idea that photograph taken is for measurements and will be sent to higher authorities. Explanation of technology utilization in measurements was provided at the start of the work or after marking.

Table 3- illustration of respondent's opinion on ICT services

Village	ICT facilitates for smooth functioning of work[4]					Satisfied with available ICT services[5]					Official help while utilizing ICT[6]				Irregularities in ICT usage	
	SA	AG	N	DA	SDA	VS	PS	N	PDs	VDs	Al	St	VR	Ne	Yes	NO
Kurugunta	14	04	01	01	--	10	06	02	--	02	18	01	--	01	01	19
Alamuru	16	04	--	--	--	08	04	06	01	01	15	02	--	03	--	20
Kattakindapalli	12	07	--	--	01	10	09	01	--	--	15	04	01	--	--	20
Kakkalapalli (R)	14	03	01	01	01	09	09	01	--	01	14	03	02	01	03	17
Somaladoddi	19	--	01	--	--	11	06	02	01	--	17	03	--	--	--	20

Table 3 depicts the beneficiaries' opinion under four categories. First one tries to know whether ICT initiative will facilitate smooth functioning of the work in MNREGA, second about their satisfaction with the existing ICT services, third will enquire on the positive response to lend a hand by officials to the workers in ICT usage and final enquires, if they can identify any loopholes in existing ICT usage.

1. In their opinion on ICT facilitates for the smooth functioning of work, two each expressed their disagreement and strong disagreement. Three of them remained neutral with 75% responded for strong agreement and only 18 % expressed agree. Latter two components constitute 93% of the respondents. This is in contrast to what 77% in total of strongly agree and agree in expressing transparency (Table 1). Only 40% opined strong agreement on ICT bringing transparency.
   None of the literate has expressed about neutrality, disagree and strongly disagree. Informally, the respondents of these three are sceptical over internet fraud which they overheard or took place in recent times. They correlated those grafts in MNREGA that similar may take place and may be detrimental. Secondly, they think without knowledge, anyone can deceive them.
2. Partially dissatisfied and very dissatisfied constitutes 6% in total for expressing satisfaction about the existing ICT facilities in the programme. Literate are more under these categories felt there is a chance of improvement in technological services. Remaining are very satisfied (48%), partially satisfied (34%) and Neutral (12%) expressed on the facilities. Infrastructural facilities at the panchayat, internet connectivity are meagre. There is no internet facility in the panchayat office (mnrega.nic.in).
   Initially, procuring human resources for technical functions was difficult as the government offered it on a contract basis. The situation exists even now but a hike in salaries attracted to youngsters.
3. 79% responded positively about officials help in ICT utilization. 3% and 5% reacted for very rare and never respectively of getting official assistance. The rest 13% voted that sometimes they receive help. Receiving assistance is in registration, demand for work and getting wages. Sometimes, they may receive services from the office. There was a fear in them, if they give a negative opinion, there might be a complaint against workers with the officials. So, most of them reacted positively. Initially one of the mates refused to fill this question by expressing apprehension that proves detrimental, if he fills this column.
4. For the last column on identifying any irregularities in ICT, 97% responded that ICT if implemented, there won't be irregularities. Majority of them haven't found any irregularities in the technical usage.
5. Officials are satisfied with the available ICT services and felt it made their functions easy. TA responded to the reduction in human intervention in taking measurements. Capturing real time work by a mobile application will give accurate work progress. GRS and MSE also opined about ease in identifying worksites for development.
6. Informally workers complained of ICT responsible for receiving delayed wages. They opined opening bank accounts made them wait for a fortnight to a month to get their payments. GRS and PO explained about workers' delay in linking Aadhar number with saving accounts. They took time for getting Aadhar number linked with their accounts.
7. Respondents complained about the fewer wages paid to them. As they work for a fortnight, they wish to have wages equal to the number of days. PO replied that, rather than working days, work also matters. How much work they did according to the measurements in a week/fortnight? Based on the measurements they will be paid. Task sheet will disseminate about the wages for different kinds of work. Even Wages differ from soil to soil. Officials opine that workers allege without knowing technical details.

All the respondents felt the presence of a CR, unnecessary. Television sets play a vital role in their daily life. All the workers under study possess TV sets in their residences with dish connection. If they want to tune in radio, they can access through their mobiles. Women constitute a majority at the worksites as the male will occupy in higher paid jobs outside. A mason will earn □300- □400 per day in a nearby town, he is least interested to take up wage employment which pays less. Women are engaged, as the worksite is near to their residences, secure and rest they can complete domestic work. If they engage in mason work outside, they cannot finish household activities. Most of them maintain cattle to sell dairy products outside.

Conclusion

MNREGA objective is to provide secured livelihood by developing community assets. AP took interest in creating and developing individual assets, if

the Gram Sabha approves the worksite. The procedure tries to solve individual problems who cannot build farm ponds/trenches etc., in their fields due to scarce fiscal resources. ICT facilitates progress in MNREGA works starting from identifying the worksites, geotagging, workers interface, uploading & disseminating information, reports and payment of wages.

Technology integrated the different stages of administration and brought transparency in MNREGA works. Choice of governance is the prerogative of the authorities as the beneficiaries are engaged in performing duties and receiving remunerative wages. Governance policy is formulated by the policymakers and workers have little knowledge of initiatives. It is what authorities wish to introduce will be experienced by the workers. Stakeholders, who assume office, know better what to initiate for the welfare of its citizens.

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Endnotes

1. *VGE- Very Great Extent, CE-Considerable Extent, SE-Some Extent, VL- Very Little & UA-Un Aware*
2. *SA- Strongly Agree, AG- Agree, N-Neutral, DA-Disagree & SDA- Strongly Disagree.*
3. *BM- Biometric Device, Reg- Attendance Register, TI- Thumb Impression*
4. *SA- Strongly Agree, AG-Agree, N- Neutral, DA-Disagree & SDA- Strongly Disagree.*
5. *VS- Very Satisfied, PS- Partially Satisfied, N-Neutral, PDs- Partially Dissatisfied, VDs- Very Dissatisfied*
6. *Al- Always, St-Sometimes, VR-Very Rare, Ne-Never*