

# Unveiling the Implementation Woes of SPMRM: A Case Study of Rural Development Policy in India

## Abstract:

Creating public policy in a nation as large, populous, and diverse as India is inherently more challenging than in smaller political entities. This underscores the importance of studying its policy formulations and the organizations involved. Public policies often fail, and this article explores the reasons behind such failures, focusing on the intricate systemic structure of the Shyama Prasad Mukherji Rurban Mission (SPMRM). One major challenge is the difficulty in accurately predicting or managing multifaceted structures. As a developing nation, India has room for improvement in economic growth and human development targets. Implemented in 2016, the SPMRM aims to fortify rural communities and promote sustainable regional development. This paper highlights the policy's setbacks and proposes ways to make it robust and functional. It specifically addresses the crisis faced by SPMRM beneficiaries, based on the field study conducted across four selected clusters in Tamil Nadu (Thiruvallur, Madurai, Coimbatore, and Krishnagiri districts) providing a detailed analysis of the policy's implementation challenges and offering practical recommendations for improvement.

**Keywords:** Rural Development, Rurban Mission, Economic Growth, Skill Development Training, Infrastructure facilities, SPMRM Challenges, Migration Theory, Policy Implementation, Policy Challenges

## Introduction:

Policymaking is an intricate subset of activities to achieve desired outcomes by applying institutions, values, norms, and principles governing public affairs. It encompasses key pillars such as participation, accountability, openness in decision-making, the rule of law, and

38 predictability, integrating elements of sociology, politics, economics, and law to address  
39 contemporary issues and explore potential solutions ( Jes Weigelt and Alexander Müller,,  
40 2019). Effective rural governance is crucial for realizing rights, ensuring inclusivity, and  
41 sustaining rural development initiatives. However, this essential aspect of governance often  
42 receives inadequate attention. Each rural region's unique political, social, and economic  
43 history shapes its rural governance, blending higher-level administrative regulatory choices  
44 with locally driven processes. Policymaking is not just an act of decision-making alone, but it  
45 entails a series of challenges at different stages of implementation, functionality,  
46 participation, accountability, and understanding of the policy audience.

47 The Shyama Prasad Mukherji Rurban Mission (SPMRM) policy, a Government of India  
48 initiative launched in 2016, was designed to transform rural areas into sustainable regions  
49 across social, economic, and physical dimensions. By providing economic, social, and  
50 infrastructure support, this policy aimed at fortifying rural communities and promoting  
51 balanced and sustainable rural development. The policy launched to bolster rural  
52 communities and foster balanced regional development, exemplifies both the aspirations and  
53 the pitfalls of Indian policymaking. Despite its seven years of operation, the policy has faced  
54 significant implementation difficulties, which include inadequate infrastructure, insufficient  
55 training outcomes, inconsistent support for local units, etc. This paper focuses on the  
56 challenges encountered in implementing this policy in Tamil Nadu's four districts:  
57 Thiruvallur, Madurai, Coimbatore, and Krishnagiri. It examines issues related to SPMRM  
58 skill units, skill development training, and infrastructural facilities, drawing on empirical  
59 evidence collected through curated questionnaires in these districts.

#### 60 **Objectives:**

- 61 • To critically examine the implementation challenges of the Shyama Prasad Mukherji  
62 Rurban Mission (SPMRM) in Tamil Nadu, focusing on infrastructural deficiencies,  
63 operational inefficiencies, and policy outcomes.
- 64 • To identify practical recommendations for improving the functionality, inclusivity,  
65 and effectiveness of the SPMRM in achieving sustainable rural development.

#### 66 **Hypothesis:**

- 67 • SPMRM's implementation challenges, including inadequate infrastructure, limited  
68 training outcomes, and inconsistent support mechanisms, significantly hinder its  
69 effectiveness in fostering sustainable rural development.
- 70 • Addressing gaps in stakeholder engagement, financial support, and infrastructural  
71 development can improve SPMRM outcomes and reduce rural-urban migration.

#### 72 **Methodology:**

73 This paper is based on the field study conducted across four selected clusters in Tamil  
74 Nadu: Kuthambakkam (Thiruvallur District), Madukkarai (Coimbatore District),  
75 Kovilpappagudi (Madurai District), and Alasapalli Batvarapalli (Krishnagiri District). An  
76 empirical analytical approach and survey method were adopted, utilizing both primary and  
77 secondary data. A pilot study was conducted to finalize the questionnaire, which was  
78 subsequently administered to 177 respondents ensuring that opinions and perspectives from  
79 different groups of respondents were captured.

#### 80 **The Role of Politics in Policy Making and Its Success:**

81 The correlation between politics and policy is a fundamental aspect of governance. India  
82 is a prime example to explore this connection, given its extensive history with democracy and  
83 its reputation for engaging in robust public discourse on significant policy issues. The Indian  
84 population and the political landscape are diverse across various dimensions like ethnicity,  
85 income, occupation, beliefs, region, and age. As of 2024, India's per capita income is  
86 approximately \$2,670, and the United States has a per capita income of around \$78,328.  
87 (World Bank, 2024). The concept of transitioning from interest-based to societal-based  
88 politics isn't fixed by a specific dollar threshold, but economic studies suggest that as  
89 countries' GDP per capita increases, they tend to shift from politics driven by economic  
90 interests to those focusing on broader social issues. For instance, India's income level is  
91 below the typical threshold of around \$3,000 where such a transition often begins. In  
92 contrast, higher-income countries like the United States generally experience this shift earlier.  
93 (Inglehart Ronald, 2005). This transition is influenced by various factors including economic  
94 stability, governance, and cultural aspects. The willingness of Indian politicians to prioritize  
95 the long-term welfare of all citizens over narrow interests showcases their commitment to the  
96 greater good. (Lauren A. Alati, 2023). Highlighting the stark differences in the approach to  
97 public discourse and policymaking between countries like Denmark, New Zealand, the UK,  
98 and the US, compared to India highlights the fact that while the former engage in active  
99 consensus-building to drive policy advancements, India's political process is marked by a  
100 trial-and-error approach, leading to unimplemented reforms and short-term solutions.  
101 (Meghna Sabarwal, 2020). This environment of 'politics as conflict' can potentially cause  
102 delays in reforms and hinder the country's development. India needs to shift towards a more  
103 consensus-driven approach to achieve meaningful and impactful policy outcomes. (Kapil  
104 Patil, 2020). Policymaking is how the politico-bureaucratic system addresses the issues  
105 facing society. It is inevitably impacted by individual ideologies, constituent demands, public  
106 sentiment, and special interests. From the planning stage through the implementation stage,  
107 there are several players and conflicting objectives. Stability is the main goal because policy  
108 decisions must be justified in a clear and transparent political process. Good policy will  
109 possess proactive, creative, and collaborative qualities. Effective policymaking will require  
110 institutional arrangements known as structures, and the politics involved should be a smart  
111 synthesis of philosophy, politics, and evidence.

## 112 **Accountability and Stakeholder Engagement:**

113  
114 To be productive, beneficiaries of the Policies must acknowledge that decision-making is  
115 flexible, chaotic, and always changing. The ability to make strong policies is essential to the  
116 general welfare of the government as well as the nation. Despite the lack of sufficient  
117 information and data, there is a rush to accept inadequate layouts due to the temptation to  
118 implement regulations rapidly. After the policies are implemented, process monitoring and  
119 impact evaluation are necessary to assess their effectiveness. This is the area in which Indian  
120 policymaking falls short. The pace and scope of impact evaluation are insufficient, and there  
121 is hardly any willingness to admit shortcomings. Problem definition and problem discovery  
122 are the basic steps in the process of developing policies. Therefore, policies cannot be ideas;  
123 they must be designed. Problem diagnosis is so crucial that problems are mis-defined when  
124 only a preliminary grasp is obtained. Policy changes and possibly redefining the problems  
125 should result from the evaluation. Evaluation and policy-making timelines are typically not in  
126 sync. Departments are further urged and given the chance to downplay negative results.  
127 (Mohanty, 2020). Not only does a large rollout occur because big gestures are made possible  
128 by a large scope, but it also hinders the process of seeing what is likely to work, and what  
129 will not work through a pilot implementation. Minimal accountability paired with mediocre

130 leadership and understaffed positions emerges like a lack of implementation support. The  
131 state uses policymaking as a tool for population control, and in the process, the state is  
132 reconstructed. If a state finds it impossible to protect its programs against extraction, it  
133 becomes a weaker state and weaker policies follow. A bureaucrat's role in government is not  
134 limited to guiding it through procedures; they also aim to create long-lasting, practical  
135 policies that improve welfare. To reach the rare policy sweet spot, enlightened cooperation is  
136 essential. False narratives have the power to cloud opinions about how beneficial policies are,  
137 which can result in poor choices and unproductive outcomes. The adoption and efficacy of  
138 policies often get hampered by a poor comprehension of the intended audience (Agrawal,  
139 2024). The deficiency of extensive stakeholder engagement and audience research  
140 emphasized how crucial it is to comprehend user demands and preferences to guarantee the  
141 success of scaling initiatives. Failures in the Implementation stage, stability challenges,  
142 inadequate layouts, and lack of impact evaluation are some of the other crucial reasons for  
143 policy failure. Shortcomings of officials and their unwillingness to admit faults, minimal  
144 accountability, and limited knowledge of the respondents and unintended consequences pose  
145 challenges to Indian policymaking as well. Overall, policymaking shouldn't be a prisoner of  
146 the present short-term priorities, time restrictions, or implementers' conveniences, even while  
147 it still needs to be grounded and mindful of implementation issues. Therefore, a good  
148 framework for policymaking should allow for a suitable division between the functions of  
149 policy and implementation. (O.P. Agarwal, 2005).

## 150 **Shyama Prasad Mukherjee Rurban Mission: Bridging Rural and Urban**

151 The Shyama Prasad Mukherjee Rurban Mission is a centralized policy that aims to cater to  
152 this rural-urban migration that is prevalent in rural patches that are adjacent to urban cities.  
153 Around 833 million people according to the census report of India are rural citizens making  
154 them 68% of the overall population. In addition, between 2001 and 2011, there was a 12%  
155 hike in the rural population and a 2279 unit increase in the total number of villages. A  
156 significant portion of the nation's villages are not communities that are cut off from the urban  
157 world, but rather bigger communities spaced into villages. These can be categorized as  
158 clusters, clusters with growth potential and economic drivers often gain competitive and  
159 geographic advantages, evolving into 'Rurban' communities.

160 The Indian government aimed the Shyama Prasad Mukherji Rurban Mission (SPMRM) in  
161 2016, to facilitate growth in villages, to blend rural traditions with urban amenities, fostering  
162 equity and inclusivity. This project aims to enhance the socio-economic fabric of the rural  
163 regions to reduce migration. It seeks to facilitate agricultural activities within the villages  
164 which will in turn increase the production and employment that the villagers seek in cities. It  
165 also seeks to improve facilities in the fields of education, medicine, infrastructure, economic  
166 development, and skill training. This policy is implemented by a process called clusterisation  
167 in which villages are joined together as a cluster. A clusterification approach treats a group of  
168 villages as a single unit (Supratim Guha, V.R.Mandla, Dilip K.Barik, 2018). Policies targeting  
169 rural-to-urban migration often assume that migrants, mostly rural poor, bring their poverty to  
170 urban areas. However, this overlooks the diversity of migrants, their motivations, and  
171 migration patterns. Many urban migrants come from other cities, not just rural areas.  
172 Evidence suggests that permanent rural migrants are often wealthier, seeking employment or  
173 education opportunities. Meanwhile, the poorest rural groups engage in seasonal migration  
174 for agricultural work, often to areas specializing in high-value production. Remittances from  
175 migrants support rural economies (Tacoli, 2011). Yet, rural-urban migration is also driven by  
176 escalating risks and limited rural prospects. Circular migration, moving in and out of urban  
177 centres, is prevalent, reflecting urban poverty and informality in economic activities and

178 living conditions. (Cecilia Tacoli, 2015). The swift expansion of urban populations stands as  
179 a pivotal factor shaping Asian development in the 21st century, although with diverse features  
180 and implications across countries. With its substantial population and evolving urbanization  
181 patterns, India has been recognized as a significant driver of this urban surge. (Kundu, 2014).

182 Villages in India stand as essential pillars of the nation's socio-economic framework.  
183 Beyond their traditional roles in agriculture, these rural settlements are hubs of cultural  
184 heritage, community resilience, and economic diversity. Recognizing their significance is  
185 paramount for fostering inclusive growth and sustainable development across the country. As  
186 we delve deeper into understanding the importance of villages in India, we uncover not only  
187 their inherent strengths but also the invaluable contributions they make to the nation's  
188 progress and identity.

### 189 **Critical Analysis of Implementation and Shortcomings of SPMRM Policy in Tamil** 190 **Nadu:**

191 SPMRM policy faces significant failures impacting its effectiveness and sustainability.  
192 These issues, ranging from inadequate business orders to lack of beneficiary engagement,  
193 underscore the critical need for effective policy implementation to ensure the program's  
194 success and support rural development. Below are a few major shortcomings collected from  
195 the research conducted across Tamil Nadu in the districts of Thiruvallur, Madurai,  
196 Coimbatore, and Krishnagiri, providing a detailed analysis of the policy's implementation  
197 challenges.

### 198 **Facilitating and Regulating Orders –** 199

200 The Rurban units across the four districts are comprised of tailoring, Marachekku oil



Figure 1 - Tailoring Unit, Krishnagiri

201 extraction, bakery, canteen, millet goods, herbal products, etc. The common setback faced by  
 202 the employees of these units is the lack of orders for their business and authority to regulate  
 203 these business orders to keep the units running successfully and eventually ensure a steady  
 204 income for the workers. The private market in these villages poses a huge threat to these  
 205 humble businesses which are mostly run by women with limited knowledge in business  
 206 management. Figure 1 indicates the picture of a Tailoring Unit situated in the Krishnagiri  
 207 district of Tamil Nadu.

208

209 **Failures in providing necessary licenses, certificates, and**  
 210 **stipend post Training –**

211

212 The training given under SPMRM is often left without  
 213 proper certification, which hinders the respondents while  
 214 they search for jobs. The lack of a stipend discourages  
 215 people from participating in these months-long training  
 216 programs. Figure 2 indicates the picture of the ‘Certificate’  
 217 of a Tailoring Unit respondent belonging to the Madurai  
 218 district of Tamil Nadu.

219

220

221



222 *Figure 2 Certificate of a Tailoring unit Respondent, Madurai*



239  
 240 *Figure 3 Closed meat shop in Chettikulam Panchayat, Madurai*

241 **Lack of principal amount to invest in buying Raw materials –**

242 The units running under SPMRM often face a money  
 243 crisis when it comes to buying raw materials to initiate  
 244 production, this slows down the business at a very early  
 245 stage causing unemployment and unwillingness among  
 246 respondents. Marachekku units, herbal products units,  
 247 flour units, and canteen units are some of the units that  
 248 are highly affected by this crisis. In the case of millet  
 249 bakeries and Milk product units, these perishable goods  
 250 face higher threats of loss when not used in due time.  
 Figure 3 indicates the picture of a meat shop situated in  
 the Chettikulam Panchayat of the Madurai district of  
 Tamil Nadu, which was closed due to the lack of  
 principal amount to buy the products required to run the  
 meat shop.

243

244 The setting-up  
 245 of units is often left without proper completion and faces  
 246 major functionality problems such as plumbing,  
 247 electrification, and flooring. This hinders the functioning  
 248 of the units, for example, the tailoring and dry wash units  
 249 in Kovilpappagudi in Madurai face malfunctioning  
 250 electrical lines which causes excessive electricity bills,  
 and the lack of plumbing connections in the dry wash

241 **Inefficient implementation and services of set-up units -**



*Figure 4 Incomplete set up of a Flour Unit, Coimbatore*

251 unit has caused its temporary shutdown. The tailoring unit in Karunakarchery in the  
252 Thiruvallur district is non-functional as 15 tailoring machines are cramped up in a small room  
253 leaving no space to operate. These problems leave people with no option but to quit or look  
254 for other job opportunities making this scheme a failure. Figure 4 indicates the incomplete  
255 setup of a Flour Unit situated in the Coimbatore district of Tamil Nadu.

256

### 257 **Lack of Sufficient Infrastructure in Villages and SPMRM Units –**

258



Figure 5 shows the houses near the Panchayat Office in Alasapalli, Krishnagiri.

The SPMRM policy not only promotes employment through skill training but also promises infrastructural facilities equivalent to urban cities which will reduce migration, even after being operational for more than six years SPMRM has failed to equip the panchayat's infrastructures. For instance, the panchayats in Madurai face a severe transport crisis, and the schools lack basic facilities such as sufficient pieces of furniture, compound walls, and Separate head rooms. The e-seva centres

275 do not have proper internet connections leading to their dysfunctionality. Figure 5 indicates  
276 the picture of the houses that were damaged and lacking proper infrastructure facilities,  
277 situated near the panchayat office in Alasapalli in the Krishnagiri district of Tamil Nadu.

278

### 279 **Delay or Failure in setting up of units post-training –**

280

281 The various skill training given to different panchayats across the Madurai and Thiruvallur  
282 districts take place between three to four months, during this period the respondents receive  
283 stipends to encourage participation. The units corresponding to the training received are often  
284 set up after years leading to a drastic reduction in trainees who make employment out of the  
285 training. This gap between the setting up of units and training causes problems such as  
286 respondents forgetting the training received, moving to other villages due to marriages,  
287 getting placed in better employment opportunities, etc. Figure 6 indicates the failed setup of a  
288 Tailoring Unit situated in the Karunakarchery panchayat of the Thiruvallur district of Tamil  
289 Nadu.

290



Figure 6 Failed set up of a Tailoring Unit in Karunakarchery Panchayat, Thiruvallur

291 **Provision of training which does not have scope or market in a particular village –**

292

293 The skill training provided under this scheme is not always apt for the respondents or the  
294 place where the units will be set up post-training. One of the trainings given in  
295 Karunakarchery panchayat in Thiruvallur was soap making but there was no unit set up as  
296 people feared the possibility of developing skin cancer issues. The paver block units in  
297 Chittukadu and Jamin Korattur  
298 panchayats were never set up due to a  
299 lack of space and unsuitable land. The  
300 steel vessel trainees in Vellavedu are  
301 provided with steel vessels, tables,  
302 chairs, and outlets that rent out these  
303 materials in their locality. This was an  
304 alternative employment venture  
305 provided for these trainees, as the steel  
306 vessel-making unit was not set up due  
307 to the fear of chemical contamination  
308 through this setup and the village also  
309 lacked space for the same and the  
310 herbal unit of Madurai lacked income  
311 due to the lack of market in its locality.



Figure 7 Herbal Unit in Madurai, which lacks a market.

312 Sometimes people are given trainings  
313 which have no scope or market in their  
314 respective villages which makes this initiative irrelevant.

315

316 **Lack of Restoration Team (unused equipment left to rust) –**

317

318 These units under SPMRM and the pieces of equipment in them lack timely inspection  
and restoration services which often results in the shutting down of the entire unit. The  
Marachekku oil extraction machine in Adalai panchayat in Madurai has been under repair  
for months which has caused the unit to be shut down leaving the respondents  
unemployed. A unit with 50 tailoring machines in Kovilpappagudi, Madurai, and 15 machines  
in Thirumanam, Thiruvallur has been left unused due to a lack of employees leading  
them to rust. Such problems in the implementation level of this policy often  
restrict it from reaching its optimum output. The few solar panels set up in different  
panchayats have been under repair since their installation and no one to restored them  
leaving them of no use. Figure 8 indicates the picture of the unused agricultural equipment  
situated in the Palathurai panchayat of the Coimbatore district of Tamil Nadu.



Figure 8 Unused Agricultural Equipment's in Palathurai Panchayat, Coimbatore

339 **The unwillingness of Respondents to work in set-up units –**

340



341 Sometimes this policy is challenged by not the administration or implementation failures  
342 but by the beneficiaries themselves. In some cases, the respondents show unwillingness to  
343 work in the set-up units or even participate in training programs due to a lack of interest,  
344 family pressure, having better work opportunities, or the extreme willingness to migrate to  
345 urban cities.

346

347 **Fear of Theft and Damage -**



Figure 9 Herbal Unit in Ambalathadi Panchayat, Madurai, lacking locks and proper compound walls for protection.

348 The units lack proper safety measures and often face property damage and loss through  
349 theft. The lack of compound walls and security systems remains an unsolved issue in these  
350 units. The unused or abandoned units even face the threat of misuse by the villagers. Figure 9  
351 indicates the picture of an herbal unit lacking locks and proper compound walls for  
352 protection.

353

354 **Lack of efficient maintenance of Beneficiary Records-**

355

356 The administrations in most panchayats fail to maintain records and lists of beneficiaries  
357 of the SPMRM policy, leading to a lack of accountability. The lack of accountability and  
358 regular checks extensively hinders the process of tracking the progress of the policy and leads  
359 to inefficiencies in identifying and addressing the needs of the intended beneficiaries.

360

361 **Limitations:**

362

363 This study has certain limitations, the study looks only at four districts in Tamil Nadu,  
364 which might not show the full effects of the SPMRM across the country. The data collected  
365 might not show recent changes in policies, and using interviews with respondents can make  
366 the findings less objective. Also, gaps in official records can hinder the analysis, and any  
367 dissatisfaction from beneficiaries might overshadow possible benefits in some areas. These  
368 limits should be considered when interpreting the results.

369

370 **Conclusion and Suggestions:**

371 Policymakers can more effectively manage the intricacies of policy implementation by  
372 challenging prevalent narratives, including stakeholders, and foreseeing unexpected

373 repercussions. This will ultimately lead to positive social and economic outcomes, ensuring  
374 that laws address underlying issues, positively impact the intended audience, and account for  
375 unforeseen repercussions. India can steer toward significant, long-lasting transformation by  
376 adopting accountability, openness, and evidence-based decision-making. (Agrawal, 2024). It  
377 is vital to set incentives and restrictions that will affect the decisions and behaviours of the  
378 policy's implementers as well as the intended audience to properly create and implement  
379 public policy. Understanding how individuals behave and react to various stimuli is essential  
380 to designing those incentives and limitations appropriately. The initial model, the traditional  
381 approach to policy development is based on the theory of human behaviour known as rational  
382 choice theory, which describes agents as having a predetermined array of preferences that  
383 firmly control their decisions. This is a realistic strategy since; while operating in a pro-social  
384 manner, people still appear to have self-interest (Mueller, 2020). Deficits are inherent in how  
385 the implementing organizations, also called the 'field administration,' are set up and operated.  
386 (Sharma R. , 2022)

387 This article elucidates the shortcomings faced by panchayats, a disjointed administrative  
388 framework, and a limited understanding of the roles played by the implementing  
389 organizations. This reduced the ability to take coordinated, context-relevant action. While  
390 numerous panchayat delegates were aware of local concerns and motivated to tackle them,  
391 their potential remained untapped. (Sharma R. , 2022). This SPMRM policy which has an  
392 outlay of Rs.5142.08 crores is facing setbacks in the implementation and post-  
393 implementation stages of the policy. To enhance the effectiveness of the scheme, several key  
394 measures should be implemented. First, establish a centralized platform or marketplace to  
395 facilitate and regulate orders, strengthen networking with local markets, and ensure robust  
396 marketing support for products. Streamline the certification process post-training to guarantee  
397 that every participant receives a valid certificate and regulate stipends to encourage  
398 participation. Provide micro-financing or subsidies for purchasing raw materials and partner  
399 with local banks to address this challenge. Conduct thorough inspections and quality checks  
400 before declaring units operational and install regular inspections with dedicated maintenance  
401 teams. Improve infrastructure facilities by prioritizing basic needs first and expediting  
402 administrative approvals to set up units without delays. Perform detailed market assessments  
403 before initiating training programs to ensure they align with market demand. Implement a  
404 dedicated maintenance and restoration team for equipment and units under SPMRM and run  
405 awareness programs to highlight the scheme's benefits. Enhance security by installing  
406 compound walls, CCTV cameras, security guards, and insurance policies for property  
407 damage. Digitize beneficiary records, maintain a centralized database accessible to relevant  
408 authorities and conduct regular audits for accuracy and accountability. Additionally, provide  
409 training to panchayat staff on record-keeping and data management practices. The definition  
410 of 'work' in the field has changed because this policy is highly influenced by the centre rather  
411 than the state. Field officials are often occupied with instructing their subordinates, executing  
412 plans, and obeying mandates and instructions; they do not analyse local problems or start  
413 pertinent initiatives that could potentially enhance this policy and its functionality. Field  
414 officials depended on hierarchy and routinized routines rather than analysis and strategy  
415 formation. Many respondents claimed they were unable to confront higher-ranking officials  
416 or failed to point out the right officials to express their concerns. Educating people about their  
417 rights and duties about the policy will prove helpful in creating better awareness and  
418 functioning of this policy. While it is impossible to change the way the field works without  
419 also changing other levels of government, some general procedures may be devised and  
420 formalized for working methods such as scenario assessment, consultation, balancing pros  
421 and cons, and eliciting feedback. Even while technology use should be encouraged, slower  
422 progress that allows for the elimination of flaws would produce better results.

423 The results of this study support the primary hypotheses. Analysis reveals that the  
424 constraints that hinder the successful implementation of the Shyama Prasad Mukherji Rurban  
425 Mission (SPMRM) are comprised of inadequate infrastructure, low outcomes of training, and  
426 insufficient financial and administrative support, which severely hinders its effectiveness in  
427 bringing about sustainable rural development. Additionally, the proposed interventions of  
428 improved stakeholder engagement, focused financial support, and infrastructure improvement  
429 hold the potential to overcome these constraints. This supports the idea that fixing these gaps  
430 can make the policy much more effective and reduce rural-urban migration. The evidence  
431 shows that the identified problems are widespread but can be fixed, highlighting the need for  
432 targeted actions within the policy.

433

#### 434 **Policy Implications:**

435

436 The findings of this study highlight a plethora of critical policy implications that could  
437 improve the effectiveness of the Shyama Prasad Mukherji Rurban Mission (SPMRM). To  
438 address implementation challenges, policymakers should focus on improving stakeholder  
439 engagement and beneficiary inclusion, which would result in balanced and sustainable  
440 outcomes. Furthermore, the development of infrastructure, transportation, educational  
441 institutions, and e-governance services will be critical to realizing the program's objectives  
442 and reversing rural-urban migration. Aligning skill development program interventions with  
443 the needs of local labour markets through thorough pre-requirement market studies should  
444 increase the employment opportunities of trainees. In addition, the incorporation of financial  
445 support programs will help to overcome the shortcomings of resources by rural businesses  
446 due to microfinancing and subsidies. Regular examination, setting up maintenance groups,  
447 and proper security procedures of project structures can reduce failure in operations and  
448 misuse of properties. Further, digitizing beneficiary records and incorporating a centralized  
449 database would enhance accountability through transparent delivery and enable streamlined  
450 administrative processes.

451

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