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Role of Engineering Staff-Guidelines-Circular

# Local Self Government (P) Department 

Thiruvanathpuram
Dated: 26-04-2003
No. 19989/PI/03/LSGD

## CIRCULAR

Sub : Decentralised Planning and Implementation of Public Works by Local Governments-Role of Engineering Staff-Guidelines-Issued

Ref :- 1. G.O. (M.S) No. 20/2002/Plg dt.6.6.2002
2. G.O.(P)No. 186/2000/LSGD dt 4.7.2000

The guidelines for the preparation of the Tenth Five Year Plan by Local Governments have been issued as per G.O. referred to first above. The redeployment of engineering staff of Local Governments as per G.O. referred to second above has been completed. The functional responsibiliti es of the engineering staff deployed to Local Governments include project formulation, appraisal of projects, issue of technical sanction, implementation and monitoring. In order to enable them to perform the above functions effectively in the new set up of decentralised planning the guidelines on the role and functions of Engineering Staff deployed to Local Governments, as appended to this circular, are issued.
P. Kamalkuty

Secretary (LSGD-R)

To.

1. The Director of Panchayats
2. The Commissioner of Rural Development
3. The Director, Urban affairs
4. The Principal Secretary, Rural Development
5. The Secretary to Government, Planning
6. The Secretary to Government, Local Self Government (Urban)
7. All other Principal Secretaries and Secretaries to Government
8 The member Secretary, State Planning Board
8. Chief Engineer, Local Self Government Department
9. All Chairpersons of District Planning Committees

11 All District Collectors and Secretaries to District Planning Committees
12 All Presidents/Secretaries of Gramma Panchayats
13 All Presidents/Secretaries of Block Panchayats
14 All Presidents/Secretaries of District Panchayats
15 All Mayors/Secretaries of Corporations
16 All Chairpersons/Secretaries of Municipalities
17 All other Head of Departments
18 All District Planning Officers
19 All Engineering Staff deployed to Local Governments (through the Chief Engineer, LSGD)

Copy to:
1 The Principal Secretary to Chief Minister
2 The Private Secretary to the Minister, Local Self Government
3 The Private Secretary to the Minister, Rural Development
4 Private Secretaries to other Ministers
5 The Vice Chairman, State Planning Board
6 Additional Secretary to Chief Secretary
7 All Members of State Level Coordination Committee on Decentralised Planning
8 Planning and Economic Affairs Department
9 Local Self Government Department
10 Rural Development Department


# THE ROLE AND FUNCTIONS OF ENGINEERING STAFF DEPLOYED TO LOCAL GOVERNMENTS 

The Local Governments in Kerala are undergoing a process of thorough change and recently decentralization has entered into a new phase. The officials of different line departments including the engineers have an important role to play in the development process at the local levels. State Governments have decided to earmark one third of the total plan outlay of the state to the Local Governments during the Tenth plan period. Of this, major share of the investment is being spent on various construction activities encompassing different development sectors. The efficiency of spending this public money largely depends of the effectiveness, commitment and participation of engineers, In this context, the Government have redeployed engineers from Public Works and Water Resources Departments to the Local Governments by following the principle of "work and worker group". The philosophy behind this redeployment was that the engineers have to work with the Local Governments, assisting the local governments in the plan formulation, appraisal, approval, implementation and monitoring activities. In the operation of all these activities the engineering staff have to play a pro-active and facilitating role with the Local Governments. Therefore, in order to provide an effective support system, in their functioning the administrative control of the engineering staff is now vested with the local governments and deployed engineers would constitute a notional Local Governments cadre.

## 1. Extent of Decentralization

1.1 In the health sector all institutions other than the medical colleges and major specialty hospitals have been transferred to the local governments.
1.2 In the education sector, in rural areas the high schools have been transferred to the District Panchayats and the primary and upper primary schools have been transferred to the Village Panchayats and in urban areas, all schools have been transferred to Municipalities/Corporations.
1.3 The responsibility of poverty alleviation has gone to the local governments and hence all the centrally sponsored antipoverty programmes are implemented through them
1.4 As regards social welfare, the basic statutory functions relating juvenile justice have gone to local governments. The ICDS is fully implemented by village Panchayats and urban local bodies
1.5 In the agriculture and allied sectors, the following have become the defacto and dejure functions of local governments.
(a) Agriculture Extension including farmers oriented support for increasing production and productivity.
(b) Watershed Management and Minor Irrigation
(c) Dairy Development
(d) Animal Husbandry including veterinary care
(e) Development of Inland Fisheries
1.6 Except highways and major district roads, the road connectivity has become local government's responsibility.
1.7 The whole of sanitation and almost the entire water supply have been moved over to local governments
1.8 Promotion of tiny, cottage and small scale industries is mostly with the local governments.
1.9 All the welfare pensions are administrated by the governments

## 2. Methodology and Steps for Plan Formulation

The planning steps and the methodology for participatory planning under decentralized planning are summarized below:-

### 2.1 Needs Identification:

Through the meetings of Grama Sabhas/Ward Sabhas, the felt needs of the community are identified. It is also the platform for massive participation. The meetings are held in a semi-structured manner with plenary sessions and subgroup sessions dealing with specific development issues. The decisions are minuted and suggestions are sent to the local governments.


### 2.2 Situation analysis

Based on the demands emanating from the Grama Sabhas/ Ward Sabhas and based on development data, both primary and secondary, exhaustive development reports have been prepared and circulated by the local governments in the State. These reports describe the status in each sector of development with reference to available data, analysis the problems and point out the directions for further developments. These, developments reports are revised before the formulation of each Five Year Plan.

### 2.3 Strategy Setting

Based on the Grama Sabha/Ward Sabha feed back and the development reports, the development seminar is held at the local government level in which participation of experts, elected members, representative nominated by Grama Sabhas/Ward Sabhas, practitioners from among the public etc. is ensured. The development seminar suggests the broad priorities and general strategies of development activities to be taken up in Annual Plans.

### 2.4 Projectisation

The ideas thrown up through the above three stages are translated in the form of projects by the working groups constituted at local government levels. For each local government there about eight working groups dealing with different sectors of development. Each working group is headed by an elected member and its convener is the government official concerned. The Vice Chairman of the working group is normally an expert in the sector. The projects are prepared in the suggested formats indicating the objectives, describing the criteria for selection of beneficiaries, explaining the funding pattern, time schedule, mode of execution, phasing of activities of the project and monitoring system.

### 2.5 Plan Finalization

From among the projects, based on the availability of resources, the concerned local government finalizes its Annual plans submitted to the District Planning Committee (DPC) through the Technical Advisory Committees. The local government is free to take up any project, irrespective of its cost, subject to availability of resources and within the sect oral limits.

### 2.6 Plan Vetting

The Technical Advisory Committees at the Block or the District level appraise the projects to ensure their technical viability and conformity with the mandatory guidelines issued by the State Government and forwards them to the DPC. The Technical Advisory Committee cannot change priorities or projects; but they can ask for rectification.

### 2.7 Plan Approval

The DPC gives the formal approval of plans after which the local government can start implementation. The DPC also cannot change the priority of a local government. It can only ensure that government guidelines are followed in the formulation and preparation of projects. The administrative approval for implementation of projects is given by the local government for which it has unlimited powers subject to the limits of financial resources

## 3. Key Principles of Democratic Decentralisation

The noteworthy feature of decentralization in Kerala is that it enables the local governments to functions as autonomous units and empowers the people to participate in the democratic process at the local level. The State Government has a strong view that power should flow to the people through the elected bodies and their members and should not be blocked at any level. Power should ultimately belong to the people and it is only legitimate that it is handed over to them.

Democratic decentralization embraces a set of beliefs and principles designed to empower local governments. They are summarized below.


## (a) People's Participation

The corner stone of decentralized democratic governance is people's participation. It is necessary to involve the people fully in the development process. Genuine participation consists of dialogue and partnership leading to full involvement in decision making in the allocation and utilization of resources meant for collective good. The citizen is on the centre stag; his voice has to be listened to; his choice has to be accepted and his interest has to be preserved. People's participation should be ensured in all stages of development programme right from the identification of need and formulation of projects through planning, implementation, monitoring, operation and maintenance as well as evaluation. Grama Sabhas and ward Sabhas are ideal vehicles for promoting people's participation in decision making and these institutions are to be strengthened.

## (b) Accountability

The local governments are accountable to the people within their jurisdiction. People have the right to assess the performance of elected representatives and the officials and to examine the rationale of the decisions taken by the local governments. There are provisions for continuing social audit of the performance of the local government in the Grama Sabhas/ward Sabhas as well as by special groups. In order to ensure transparency and accountability in the administration of the local governments the right of information is incorporated as a provision in the Kerala Panchayat Raj Act and Kerala Municipality Act and the Rules governing Panchayat Raj Institutions.

## (c) Transparency

The accountability to the people is best ensured through transparency. Transparent administration enables people to achieve an on-line monitoring of the administrative process. The decisions which are taken by the local governments should be based on norms and criteria development on the basis of social consensus and rationale behind each decision has to be made public. There should be freedom to the people to know every detail of how money is going to be spent. The procedures and the language of administration need to be demystified and made people friendly. In order to ensure transparency in public works, a provision has been included in the public works rule of local governments that the estimates will have to be prepared in local language.

## (d) Autonomy

The local governments are too autonomous functionally, financially and administratively. The different tiers of local governments should function as complementary units rather that hierarchically organized.

## (e) Subsidiarity

This means that what can be done best at a particular level should be done at that level and not at higher or any other levels. All that can be done at the lowest level should be reserved to that level

## (f) Role Clarity

There is clarity regarding the roles of each tier in the development process and clear division of functions between the tiers. At the same time the functions of different tiers should not be overlapping but should be complementary to each other.

## (g) Due Process

Democratic decentralization entails a due process in decision making. The decision making at local level follows certain norms like due process. There is no room for arbitrary decisions in decetntralised systems of administration. The decisions are to be supported by transparency, participation, rationale, and right of the people to know every detail of the administration.

## 4. Relation between Local Governments and Officials

4.1 In the decentralized system of administration the officials have to play a vital role in the decision making process and to contribute for the performance of local governments. Along with elected representatives the officials transferred to the local governments should contribute to provide good quality services to the community. The officials have to play a proactive role to bring innovative changes to improve the performance of local
governments. The officials transferred to local governments should take steps to bring accountability, economy and efficiency in the functioning of local governments.
4.2. The effective management of local governments largely depends on the effectiveness of team building between the elected representatives and officials. There should be a system for sharing the responsibility between the elected representatives and officials and have clear goals and objectives. In order to make effective team between the elected representatives and officials new forms of relationships will have to be developed. This should be based on agreed ground rules for working together, allocate appropriate roles to each other, develop agreed working practices and processes to get things done, support each other by listening, responding constructively and helpfully, handling conflicts constructively and openly and produce outputs collectively.
4.3 The officials have a large autonomous area of professional decision making which is beyond the pale of the administrative control of the elected representatives of local governments. In order to maintain a healthy relationship between the different functionaries of local governments, the professional independence of officials and the administrative authority of the elected representatives are to be upheld simultaneously.
4.4 The success of decentralization is to be measured by the increased efficiency in spending public money and improved quality of services rendered to the people. In this context, the motivated participation of officials is essential. Therefore, the healthy relationship between the elected representatives and the officials is decisive in determining the performance of local governments. The officers working under the local governments will have independent powers conferred on them. Since the law re uires these officers to act independently applying their mind in judicious manner they should have the necessary freedom to enable them to perform their legal obligations. In order to ensure a healthy relationship between the elected representatives and officials a new section has been included in the Kerala Panchayat Raj Act and Kerala Municipality Act.
4.5 The local governments have full control over the engineers allotted to them. This means that they can assign any work, supervise and review performance of the tasks assigned. In order to ensure this, the local governments can issue necessary directions to the engineers concerned. In case of dereliction of duty local governments can place under suspension any non gazetted officer. In all cases they are competent to initiate disciplinary action and impose any minor punishment (i.e.; up to barring of three annual increments with cumulative effect)
4.6 The engineers transferred to local governments form a virtual cadre work under the full control and direction of the Local Self Government Department in the Secretariat. The implication of this are clearly spelt out in G.O. (P) No. 186/2000/LSGD dated 4.7.2000 (Annexure-I)

## 5. The New Perspective on public works

The cardinal characteristic of democratic decentralization is transparent and participatory planning process and management of developmental activities at the local level. In order to ensure sustainable and long term integrated development the planning process has to be supported by technical and professional expertise. Then only the Local Governments will be able to achieve the goals of efficient delivery of services, enhancing production and productivity and foster the development of backward region and marginalized groups. The new approach on public works have been development to materialize these objectives of local development.

The principles and significant features of the new approach in the selection, planning and implementation of public works are given below.

1. The infrastructure development should have a supporting role for achieving economic development and social justice
2. The public works at the local level should have to meet the local needs and demand, use local materials, use cost effective technology, avoid wasteful expenditure and time bound completion based on a realistic implementation calendar, for avoiding cost escalation. For this purpose agencies like Nirmithi Kendra, Costford etc.have been accredited to execute public works. Such organisations have to be facilitated to execute ht work without hassles.
3. Thin spread of resources should be avoided
4. Estimates for public works should be prepared for completing the project in to and if necessary the project may be implemented in a phased manner depending upon the availability of funds.

5. The public works should be undertaken only after ensuring availability of financial resources required for completion.
6. The implementation of public works should be supported by participatory and concurrent monitoring and evaluation.
7. The propriety and accountability in spending money for public works are to be ensured through public participation and democratic control.
8. The future maintenance costs vis-à-vis likely availability of funds would have to be borne in mind while deciding on taking up a work.
9. The effectiveness in spending money in public works is to be ensured through expost evaluation and performance appraisal.
10. Protect the right of information and citizen's charter and ensure transparency in keeping records and statements of accounts related to public works as per provisions of the Panchayat Raj Act and Municipality Act.
11. The entire records on project implementation and management are to be made accessible to the people and it's mandatory on the part of the local government and engineers to make them available to the public on demand.
12. Execution of public works through public participation and ensuring social audit and maintenance and upkeep of assets through community participation in conformity with the spirit of decentralization and the Public Works Rules for Local Governments.

## 6. Role of Engineering Staff in Decentralized Planning

1. The Development of Perspective on Public works are to be based on the following;
i Local economic development
ii Increase job opportunities
iii Improve agricultural productivity
iv Development of waste land
v Management of solid waste
vi Utilization of the local skill of the people
vii Optimum utilization of assets like market, school, hospital water supply projects, irrigation systems etc.
viii Up-gradation of traditional industries
ix Promotion of micro enterprises
$x$ Maximum utilization of local resources
xi Watershed development
xii Antipoverty impact
xiii Protection of the environment
xiv Adoption of cost effective techniques and use of local materials
The engineers connected with local governments have mainly twin roles to play; viz role in the planning stage of projects and role as supporting technical personnel in the implementation of projects. At the planning stage they have to identify different types of works that can be undertaken by local governments, select the identified works considering their economic viability and technical feasibility, prioritize them giving due credit to the people's need and wish and after Projectisation include them in the Plan document. In this process they have to interact with various other departments having engineering works to be taken up and assist them by providing technical support.

Unlike normal Engineering Departments, there are no full fledged unit offices for public works of local governments. For any of the purposes related to execution of public works, right from initial field visit up to final measurement and

billing, any Engineer at the higher level can and should use only the services of an Engineer or other technical staff assigned to a local government having jurisdiction over the area within which the public works site is situated. For example, the Executive Engineer at the district level can utilize the services of the Assistant Executive Engineer at the Block Panchayat/Assistant Engineer/Overseer at the Village Panchayat. The same principle applies to the Assistant Executive Engineer at the Block Panchayat Level, in other words the Assistant Engineer/Overseer of a Village Panchayat will have to attend to all public works within the Village Panchayat concerned irrespective of whether they are taken up by Village Panchayat, Block Panchayat or District Panchayat and irrespective of the scheme be it under decentralized planning, MLA's Area Development Plan, MP's Local Area Development Scheme, Flood/Drought Relief or any other centrally sponsored or state scheme implemented through the local government.

Senior most officers of a department working under local government can be made as implementing officer. But the Engineer cannot be made an implementing officer. The Engineer is to provide technical support to all implementing officers responsible for public works. Once the decision to execute a work is taken and intimated to the Engineer, he/ she has to carry out all the items related to the work and finally submit the bill measured and check measured as per rules to the implementing officer for making payment. It is the Engineer's responsibility to ensure that technical, financial and procedural aspects of the work are done as per rules and government instructions. The implementing officer has only to ensure that the general procedure and process prescribed for implementation of public works have been followed.

## (2) The Types of Works Being Taken up by the Local Governments

i. New Projects: - Projects which are prioritized approved and include in Annual Plan of a particular year.
ii. Spillover Projects: - Projects which are not completed during the year of approval and within the original project period and are carried over. These are included in the plan document of the succeeding year and further sanction is not required
iii. Single Year Projects: - Projects which require one year for execution as prefixed calendar.
Iv. Multi Year Projects: - Projects envisaged in the original plan document having a life more than one year, for which estimates are prepared for entire project, technical sanction obtained and the implementation is phased depending on the resources set apart by local government.
(3) Classification of Engineering Works Undertaken by Local Governments
i Roads, pathways, culverts, bridges etc.
ii Buildings
iii Minor and medium irrigation structure
iv Water Supply projects
$v$ Soil conservation works
vi Power projects including street lighting, line extension, mini/macro hydel projects etc.

## (a) Road Works:

The minimum width of roads to be taken up by District Panchayats should be 8 m . But if the road leads to or pass through SC/ST habitats the minimum width permissible is 6 m . Block Panchayats, Grama Panchayats and Municipalities can taken up roads less than 8 m width. All roads other than major district roads are vested with District Panchayats who are responsible for their construction and maintenance. The local governments have also to prepare road maps of all types of roads in their jurisdiction

## (b) Building Works:

Local governments can take up building works in all sectors transferred to them. They include School buildings, Krishibhavans, Veterinary dispensaries, Primary Health Centers, Hospitals, markets and shopping complexes, anganwadies etc.


## (c) Minor irrigation Projects:

Projects really intended for providing water for agricultural crops can be taken up by local governments. Construction of side-walls, bunds, crossbar cum bridges etc. are generally not considered under irrigation projects. District Panchayats can concentrate on Command Area Development and Ground Water Utilisation. 20\% of the cost of project as beneficiary share is to the collected form beneficiaries for irrigation projects and the beneficiaries can be entrusted with the implementation of the projects. The responsibility of maintenance and upkeep of irrigation works also rest with beneficiary committees.

## (d) Drinking Water Projects:

$10 \%$ of the outlay of drinking water projects should be collected form the beneficiaries. Local governments are required to prepare map of existing distribution network, areas of water scarcity and abundance etc. base on which projects for drinking water supply giving priority to water scare areas have to be conceived. The maintenance of drinking water projects, has to be cundertaken by the beneficiaries themselves drinking water poject costing up to Rs. 55.00 lakh can be taken up by local governments. Existing water supply lines completed by Kerala Water Authority can be extended by local governments only with their prior permission.

## (e) Soil Conservation Projects:

The projects have to be based on watershed development plans at Block level. Soil Conservation measures should include in addition to contour bunds, agrostological measures using traditional local technologies. Maximum subsidy permitted is Rs. 7500 /- per hectare. $10 \%$ beneficiary contribution and $10 \%$ local government contribution are also expected for soil conservation projects.

## (f) Power Sector Projects:

Include mainly street lighting (line extension), mini/micro hydel projects etc. When line extension projects are proposed, approval of Kerala State Electricity Board is also necessary.

## (g) Maintenance and Upkeep of Assets:

Maintenance and upkeep of assets created by local governments for public purpose call for the participation and involvement of concerned beneficiaries which should be envisaged at the formulation stage itself and should be let known to the people at the time of execution. The nature of maintenance works for different types of projects are given below:
i. Roads: Ordinary repairs like clearing side drains and bushes, improving beams and bunds, filling of pot holes etc. should be entrusted to beneficiaries. Special repairs include construction of side walls, raising of embankments, reconstruction of culverts and bridges, widening of curves, flood damage etc. and have to be undertaken periodically.
ii. Irrigation Projects : Beneficiary committees, field committees, agricultural development committees, farmer's samithies etc. can be entrusted with the maintenance and upkeep job which include payment of electricity charges, wages for pump operators, repair of all accessories, clearing field bothies and canals for which users fee or surcharge can be collected form beneficiaries.
iii. Drinking Water Projects: The beneficiary committees have to undertake payment of electricity charges, pump operator's wages, repair of water taps, pump convergence systems etc. They can collect contribution from beneficiaries. If necessary water charges can be levied by the local governments.
iv. Buildings : Annual repairs include painting, colour washing, petty repairs etc. An estimate for repair of all buildings under the control of local government should be prepared and got approved by the local government. The repair works can be executed through committees or under tender. The Parent Teacher Association can be entrusted with all maintenance works in educational institutions.

## 7. Phases in Planning and Implementation

The phases in Planning Implementation in the Decentralized Process are given below:

## a Working groups

b Preparation of Status Report
c Grama Sabhas/ Ward Sabhas
d Strategy Setting
e Stakeholder Discussion
f Draft Plan Document
g Development Seminar
h Projectisation
i Finalization of Plan Document
j Vetting and Approval of Plan and Projects
k Technical Sanction
I Project Implementation
m Monitoring and Evaluation
n Maintenance and Upkeep of Assets

### 7.1 Working Groups

The working groups are key organizations of local planning. The local governments constitute working groups for different sectors of development. Working groups are mandatory for the following areas.

1 Agriculture and allied sectors including irrigation and agro processing
2 Local economic development other than agriculture including local industries, facilitation of private and community investment
3 Poverty reduction and social security including care of the aged and disabled.
4 Development of scheduled castes and scheduled tribes
5 Development of women and children
6 Health, water supply and sanitation
7 Education
8 Infrastructure
Each working group should be headed by an elected member of the local government and the convenor of the working group should be the senior most official transferred to the local government in that sector. A known expert in the sector should be nominated as the Vice-Chairman of the working group.

The technical support of the engineers transferred to the local governments is of obvious importance to ensure the quality of projects which involve public works component. The engineers should provide their technical advice during the time of formulating of the projects. It is the responsibility of the engineer to prepare the project in different development sectors which involve engineering components. Engineers should also provide positive and constructive support to other working groups in visualizing, preparing and executing projects which involve engineering components.

### 7.2 Preparation of Status Report

In order to ensure the quality of local plans, the convenor of the working group shall prepare a detailed status report for discussion in the working group and circulate it among the members. The draft report should contain the following points:
i Status of the sector with relevant data
ii Issues affecting the sectors
iii Past efforts to address the issues, indicating the success and failures

iv Suggested priorities for the plan preparation
v Suggested priorities with justification
vi Action Plan for implementing the strategies
vii Resource requirements and possible sources
Before finalizing the status report the working group should hold detailed consultation with various stake holders in that sector and produce draft proposals clearly indicating people's wish, need and priorities and the reasons for prioritization.

### 7.3. Grama Sabhas/ Ward Sabhas

The Kerala Panchayat Raj Act and the Kerala Municipality Act endowed the Grama Sabhas and Ward Sabhas respectively with substantial powers and functions. The law also mandates that the recommendations of the Grama Sabhas/ward Sabhas be given due consideration by local governments. If any decision of the Grama Sabhas/ward Sabhas cannot be implemented, the reasons must be presented at the next meeting. The Grama Sabha/ward Sabha are to participate in the preparation, implementation and monitoring of development plans and to mobilize resources through voluntary labour and involve in the selection of beneficiaries.

## Powers and Functions of Grama Sabhas/Ward Sabhas

i To render assistance in the collection and compilation of details required to formulate development plans of local governments;
ii To formulate the proposals and fixing of priority of schemes and development programmes to be implemented;
iii To prepare and submit a final list of eligible beneficiaries in the order of priority related to the beneficiary oriented schemes on the basis of the criteria fixed;
iv To render assistance to implement effectively the development schemes by providing facilities locally required;
v To provide and mobilize voluntary service and contribution in cash or kind necessary for the development plans;
vi To collect information regarding the detailed estimates of works proposed to be implemented in the area of Grama Sabha/ward Sabha;
vii To make available details regarding the services to be rendered and activity proposed to be done by the officials concerned;
viii To know the rationale behind every decision taken by the local governments in the area of Grama Sabha/ward Sabha;
ix To know the follow up action taken on the decisions of the previous Grama Sabha/ward Sabha and the reason for not implementing any of the decisions;
$x \quad$ In order to strengthen local democracy enormous powers have been vested with Grama Sabhas/ward Sabhas. The Grama Sabhas/ward Sabhas shall appoint, elect or constitute general or special subcommittees for the details discussion on any issues or programmes and for the effective implementation of the schemes and decisions and in furtherance of its rights and responsibilities.

### 7.4 Strategy Setting

The local governments should establish the goals and objectives of the plan which can be quite broad and can be achieved in variety of ways. In order to develop objectives and strategies of local planning, the local governments should consider the suggestions coming from the grammas Sabhas/ward Sabhas along with the working group reports. The strategy setting documents for discussing should clearly explain the vision for development of the area, priorities and strategies intend to follow and action plan for achieving the goals and objectives of development. The development strategy document should be placed before the stakeholders for detailed discussion

### 7.5. Stakeholder discussion

The way in which people strongly participate in the development process is strongly influenced by the way the local governments interact. There are many ways in which people's participation can be ensured in local planning. In order to enhance the participation of different stakeholders it is proposed to organize a series of group consultation with farmers, traders, industrialists, labours, poor and academicians and professionals. The series of group consultations would ensure their participation and positive role in the plan formulation process. These groups can very well contribute to reinvent the development needs and priorities and also reconstruct the development strategy for achieving better performance in local planning.

### 7.6 Draft Plan document

The plan document is a public document which state the rationale for the choice of developmental policies and decisions. The local governments prepare the plans within the broad frame work of development and the directives of the sect oral allocations given by the State Government. The state Government suggest a frame work for the plan documents and the procedures for its adoption so as to persuade local governments to go through the logic of the processes that had been completed and avoid taking arbitrary decisions.

### 7.7. Development Seminars

Development seminar is the nodal event to discuss the draft plan document and finalise the development strategy and priorities. The development seminar should be attend by all elected representatives transferred officers, other members of working groups, representatives of Grama Sabha/Ward Sabhas, representatives of important group of stake holders, experts in development and representatives of District Level Banker's Committees or Block Level Banker's Committee, as the case may be. The draft plan document is to be presented and circulated for discussion. The development seminar end with finalizing the vision, priorities, strategies and suggestions for development projects.

### 7.8 Projectisation

The quality of local plans largely depends on the quality of development projects prepared by the working groups. Grama Sabhas/Ward Sabhas meetings, consultations with stakeholders and development seminars provide a list of recommendations regarding what to do in each development sector. On the basis of these suggestions the working groups prepare detailed project proposals.

The projects in different development sectors may broadly be classified into three; namely, projects in the productive sector, infrastructure sector and service sector. Projects may also be classified according to their respective time frames; i.e., long term projects (multi year projects) and short term projects (single year projects). Projects may again be classified on the basis of the nature of the beneficiaries; individuals, house holders or large groups. For the preparation of development projects a common format is adopted.

### 7.9 Finalization of Plan Document

Once the projects are prepared, the local government finalizes the Five Year Plan and the Annual Plans. While finalizing the plan, the local government may consider the availability of resources, possibilities of integrating the sources of resources, integrating the plans of different tiers of government and possibilities of spatial integration and cross sect oral integration.

The plan document should consists of the following chapters:
1 Development scenario of the local government
2 Efforts during the previous Five Year Plan
3 Success and Failure
4 Physical and Financial Achievements
5 Thrust areas identified in the District Plan
6 Strategic version of the local government


7 Chapters on Anti-poverty Sub plan, Women Component Plan, Special Component Plan, Tribal Sub Plan and Water Management Plan

8 Description of the projects in different development sectors
9 Credit linkages
10 Efforts of integration and suggestion for higher tiers
11 Reform plan and
12 Monitoring Arrangement.

### 7.10 Vetting and approval of Plan and Projects

The Technical Advisory Committees constituted by the District Planning Committee are entrusted with the task of plan appraisal and project vetting. The District Planning Committee shall constitute Technical Advisory Committees (TAC's) at the district level for District Panchayats, Block Panchayats, Municipalities and corporations and at the Block level for Village Panchayats. The TAC should have sub groups for different sectors both at the district and block levels. The Chairpersons of Block Level TAC and the Chairpersons and convenor of sub groups of TAC both at the Block and district levels shall be nominated by the District Planning Committee.

The functions of the Technical Advisory Committee are :
i Ensure that local government plans are in accordance with the mandatory guidelines issued by government, particularly in relation to investment ceiling for broad sectors, subsidy limits, sectoral guidelines, priorities to various groups, categories for assistance etc.
ii Ensure that the plans are in accordance with prevailing technical guidelines
iii Verify whether the costing is appropriate and phasing is reasonable
iv Give suggestions for innovative plans for integrated projects, which local governments may accept if they so desire

However, the Technical Advisory Committee do not have any power to change the priority fixed by the local government or force a local government to take up particular scheme or work. Any dispute regarding acceptance of a scheme at Block Level Technical Advisory Committee may be referred to the District Level Technical Advisory Committee. If the dispute at district level it may be referred to the co-ordination committee at the Government level.

The subgroup of the Technical Advisory Committee should go through every project in detail, visits sites if required and make suitable recommendations to the District Planning Committee. In case the Technical Advisory Committee identifies any problem with local government project it should hold discussions with the elected head and the concerned implementing officer of the local government and sort out the matter across the table.

On the basis of the appraisal report submitted by Technical Advisory Committees, the District Planning Committee give approval to the plans submitted by local governments. The District Planning Committee will have to consider the following aspects:
i Whether the plan had been prepared according to the due process prescribed by the government; and
ii Whether the guidelines regarding the broad sectoral allocation, Special Component Plan, Tribal Sub Plan and structure of the plan documents have been adhered to.

By exercising the constitutional mandate the District Planning Committee give approval of the plans submitted by the local governments.

### 7.11 Technical Sanction

Unlike the Engineering Department, technical sanction is not issued by the individual officer under decentralized planning. It is issued by a committee of Engineers consisting of at least three persons. This committee can consists of

Government and Non Government Engineers and Engineering Faculty in Government or Private academic institutions. The logic behind this process is to debureaucratise the process, besides providing for multiple experience came into play.

Execution of public works in local government is governed by Work Rules issues under the Kerala Panchayat Raj Act, 1994 and Kerala Municipality Act 1994 as amended from time to time (Annexure 2-6). In respect of matters not dealt with the Rules the provisions of PWD Manual/Code would apply.

The development projects prepared by local governments are classified into two, namely, (a) simple development projects and (b) projects that involve construction work or technical content, which require technical specifications and detailed examination

During the time of the appraisal of projects, the Technical Advisory Committees set apart the engineering projects for detailed technical analysis. After the approval of the District Planning Committee, the local government finalise the technical projects with full details like estimate, plan, design etc. and forward to the Technical Committees for detailed technical examination and issue of technical sanction.

In order to give technical sanction of the technical projects, the District Collector constitute the Technical Committees at the Block, Municipal/Corporation and District Levels. To facilitate the process of issuing technical sanction to the technical projects within the stipulated time and to ensure participation and transparency, the District Collector include a pool of Engineers from different sectors, such as serving engineers, retired engineers, engineers from academic institutions, engineers form non governmental organisations etc. and constitute the Technical Committees. Each Technical Committee constitute sub groups for irrigation, water supply, roads and bridges, buildings, soil conservation and power. Each sub group consisting of at least three engineers, one of whom shall be either from an academic institution or a non government engineers, one of whom shall be either form an academic institution or a non government engineers, one of whom shall be either from an academic institution or a non government engineer. The quorum for the sub group meeting is three, including one non government engineer. The conveners of the Technical Committee and the sub group shall be engineers from government or public sector service. The convenor of the sub group is personally responsible for ensuring the Technical viability and feasibility of the projects and for issuing technical sanction. The power of technical sanction of a sub group or Technical Committee is fixed at one level higher to the level of its convenor. There is no need for separate Administrative Sanction (AS) of the projects include in the plan document of the local body. The local bodies formally adopt a resolution for approving the plan document and the projects before they are submitted to the District Planning Committee. This is deemed as the Administrative Sanction for the developmental projects.

### 7.12. Project Implementation

As in the case of preparation of projects maximum participation of people should be ensured in its implementation. The success of the plan and the development project lies in its success in implementation. The transparent and participatory approach adopted in the plan formulation process will have to be extended to the implementation stage as well. In order to ensure effective management of projects ascertain that in built mechanism is included in the project itself. Management of firms cost and performance are guaranteed in the project document. The implementing officer is decided by the local government at the time of preparation of the project. The financial procedure for utilization of plan funds and other sources of money and for accounting have been clearly laid down by the government.

Once the plan fund had been credited to the PD Account of the local government, the elected council has to decide project for which the funds would be utilized. Each project must have an implementing officer. Each implementing officer is permitted to open a Plan PD Account of the implementing officer through a letter of allotment. The implementing officer is responsible for implementing the projects as spelt out in the project document. For this purpose the implementing officer could withdraw money from the account with authorization from the head of the local government. Each implementing officer is responsible for keeping accounts and ensure that government procedures have been strictly followed.

The quality of project management largely depends on the proactive and constructive role of the implementing officer. As far as the implementation of projects the engineers will have to play an obvious role to determine its success. The engineers would provide support and positive contribution to the implementing officers of different sectors in the implementation of projects that involve engineering content. The support of engineers are required in

different stages of project implementation such as awarding contracts, procurement, measurement, estimate revision, monitoring bill preparation, preparation of the performance reports etc. The success and quality of the management of development project largely depends on the overwhelming support extended to the implementing officer by the engineering staff of the local government. The success and performance of plan implementation of local governments is greatly determined by the performance and constructive role of engineers.

### 7.13 Monitoring and Evaluation

The noteworthy contribution of decentralized planning is the introduction of a concurrent and participatory system of monitoring and evaluation. The accountability of the implementing officers and local governments had been ensured thorough a participatory monitoring system consisting of working group members, beneficiaries and the people who attend Grama Sabha/ward Sabhas. The monitoring system visualised in decentralised planning is a corrective and online support system for enhancing the quality of plan implementation and project management. The working groups of different development sectors are entrusted with the task of monitoring the project and contribute for the performance betterment of the projects. The monitoring committees should ensure the time schedule, cost and quality of project implementation. The monitoring committees can also act as control systems, to correct the diversions at the time of execution of the projects. The role of the monitoring committee as a communication channel is also obvious in the implementation of projects. The report submitted by the monitoring committees to the local governments regardng the progress of implementation, performance and deviations, if any would enable the local governments to take corrective steps and policy decisions. The evaluation reports prepared by the working groups also help to take decisions for ensuring the sustainability of the projects and follow up actions.

### 7.14 Maintenance and Upkeep of Assets

During the last seven years of decentralized planning local governments have created enormous assets in different development sectors including assets given to individuals. The sustainability of development largely depends on the proper maintenance and upkeep of these assets. Local governments should give due attention to ensure the optimum utility of the assets that had been created as part of different development programmes, including centrally sponsored schemes. At the same time adequate provision have be incorporated for the proper maintenance of the assets that would be created as part of local plans. The environment for community ownership must be created among the beneficiary groups for meeting the recurring cost and maintenance expenditure of the assets created by local governments.

The engineers have to play a vital role to verify the assets created during the ninth Five Year Plan and Prepare a report on the present stage, Present level of utilization instances of misuse/diversion, the presents state of upkeep of assets etc. The engineers should also give proper policy advice to the elected representatives on the financial burden rest upon them for its maintenance and upkeep.

## 8. Special Component Plan (SCP) and Tribal Sub Plan (TSP)

The plan grant earmarked for local governments had four components; funds that were earmarked for projects and schemes for the development of Scheduled Castes known as Special Component Plan (SCP), funds earmarked for projects and schemes for development of Scheduled Tribes known as Tribal Sub Plan (TSP), special assistance based on the recommendation of the Eleventh Finance Commission (EFC) and General Plan Funds. The government have formulated some principles and guidelines for the utilization of SCP and TSP funds. Projects for the SCP and TSP have to be prepared separately. The projects that are included under SCP and TSP should directly benefit the members of SC and ST community respectively. The provision under SCP should not be diverted even for schemes benefiting tribals.

Under SCP and TSP two categories of schemes are to be formulated. The first category consists of beneficiary oriented schemes which may cover individuals, families or groups. In such cases all the beneficiaries should belong to the Scheduled Castes/Scheduled Tribe communities and they should be below poverty line.

The second category of schemes would be infrastructure development schemes in which case the majority of the beneficiaries should belong to Scheduled Castes/Scheduled Tribes. While taking up community activities and infrastructure development works, it should be ensured that 51 per cent of the beneficiaries belong to Scheduled Castes/Scheduled Tribes. In the case of area development schemes like watershed management, irrigation etc. more than 50 per cent of the area benefited should belong to the Scheduled Castes/Scheduled Tribes. All proposals for
infrastructure projects should contain a social map indicating the total households, benefited, with SC and ST households being marked separately and duly certified by competent officers.

## 9. Functions related to Working Groups

The engineering staff deployed to the local governments have to work with the Working Group on Infrastructure Development. The convenor of the working group has to perform the following functions
i Convene the Working Group meetings in consultation with the Chairman
ii Identify the available experts in the concerned development sector from professionals, non governmental organisations, government and quasi government establishments and private firms and strengthen the functioning of working group.
iii Record and maintain the minutes of the working group meetings and other related documents
iv Provides strong support system for the effective functioning of the working group.
v Evaluation of the performance of the previous plan and identify the spillover works, works left incomplete etc.
vi Identification of problems, gaps, needs and development potential in the infrastructure development sector
vii Organise brainstorming sessions to generate a shared vision on the development perspective of the development sector.
viii Formulate the action plan to realise the vision and prepare draft projects to be implemented
ix Prepare the working group report covering the status of the sector, issues, past efforts, strategies to be adopted, identification of priorities, assessment of resource requirements and action plan for implementation.
$x \quad$ Preparation of road map, power line map, water supply map and delineation of watershed boundaries and preparation of watershed maps.
10. Functions related to Grama Sabhas/Ward Sabhas
i To present the working group reports in Grama Sabha/Ward Sabha
ii To ensure the participation of other members of the working group in the Grama Sabha/Ward Sabha
iii To consolidate the suggestions of the Grama Sabha/Ward Sabha and assist the local government for fixing priority regarding public works.
iv To report in the Grama Sabha/ Ward Sabha regarding the progress of implementation of public works and clarify the doubts of the people on execution of public works.
v To report to the Grama Sabha/Ward Sabha regarding the completed public works, achievements, expenditure incurred etc.

## 11. Functions Related to strategy Setting and Development Seminar

i To prepare the draft document on the vision for development of the sector
ii To assist the local government for identifying the representatives of the key stakeholders for the strategy finalisation workshop
iii To present the development strategy and the rationale of prioritisation on the respective sector in the development seminar
iv To assist the local government in consolidating the suggestions of the development seminar
v To assist the local government for preparing the draft plan document

## 12. Functions Related to Projectisation

i To ensure the involvement of working group members in formulating the project on infrastructure development.

ii To ensure the technical feasibility of the identified projects by inspection of work site, preliminary investigation, collection of necessary engineering data for preparation of projects, preparation of plan and rough cost estimate of the project
iii To ensure that estimates are prepared for completing the project and not simply based on the allocation of plan fund for the project by the local government.
iv Formulation of projects, preparing the estimates and execution of projects which involve public works component.
v Ensure that in the infrastructure development projects under special component Plan/Tribal Sub Plan 51 percent of beneficiaries are Scheduled Castes/Scheduled Tribes and in the case of area development programmes like irrigation and watershed development, more than 50 percent of the area benefited belong to Scheduled Castes/ Scheduled Tribes and the data are supported with social map.
vi Ensure that beneficiary contribution for minor irrigation works and drinking water projects is provided for and that arrangements have been made for their collection.
vii Ensure that estimates of works are prepared in language understood by the layman

## 13. Role in Project Vetting

i As the member/convenor of Technical Advisory Committee ensure the economic viability and technical feasibility of the projects
ii Ensure that projects are formulated as per the guidelines issued by the Government
iii Prepare and submit the project appraisal report to the District Planning Committee

## 14. Role in Technical Appraisal and Technical Sanction

As the Convenor/member of the Technical Committee the following are to be performed:
i To appraise the economic viability and technical feasibility of the projects which involve engineering works
ii Appraise the technical projects in the plan document within the stipulated time
iii To convene and conduct the meetings of the sub groups of the technical committees for irrigation, roads and bridges, water supply, buildings, energy, soil conservation etc
iv To give technical sanction after verifying the documents like approved projects, plan and drawings, detailed estimates, rates adopted, method of implementation, time schedule, monitoring mechanism etc.
v To ensure the collective functioning of the sub groups in the project appraisal
vi To ensure technical feasibility, viability and soundness of the projects.
vii To issue technical sanction of the projects in the conformity of the powers of the convenor of the sub group, which is fixed at one level higher to the power vested with the power of the Convenor.
viii To maintain all records related with the functioning of the sub groups and technical committees.
ix To ensure the support of the office staff of the Convenor in appraising the projects and preparing the technical details like drawing, estimate, design etc.

## 15. Role in the Execution of Projects

i To advise the local government on the appropriate mode of execution based on the guidelines issued by the Government form time to time.
ii To advice the local government on the appropriate time, for the implementation of works and on the prioritisation of works to be executed. For example, the construction of wells are to be undertaken in the months of April-May and in the implementation of drinking water projects identification and development of water source should precede the laying of conveyance system or construction of overhead tank.
iii To provide technical know-how and support to the local government in the direct execution works or in piece work contract
iv To attend the meeting convened for the formation of the beneficiary committee by the Local Governments and explain the technical details of the project and provide guidance for the execution of works.
v To ensure that the work spot is surrended to implementing agency along with an agreement and to get back the work site with the asset created there in
vi To assist the local government for preparing the tender schedule, tender notice, tender tabulation, negotiation of rates and finalisation of tender.
vii To ensure that a notice board on which technical details of the project like name of the project, estimate cost, mode of implementation, period of completion, agreement amount, name of the contractor/convenor, quantity of materials etc. are exhibited in local language at the work site.
viii To see that before giving mobilisation advance to the beneficiary committee or immediately after transferring the work site to the implementing agency, the above mentioned notice board containing all details as exhibited
ix To provide constant technical supervision and advice to the execution agency for ensuring the quality of work as per the technical specification and the estimates
$x$ To prepare the revised estimate if necessary along with the deviation statement and get sanction from the appropriate agencies.
xi To take pre-measurement in necessary situations and to take measurement and check measurement of items of work executed and prepare the bills.
xii To prepare the performance report of the work with details on whether the work has been done as per specification and estimates, whether there were deviations if any, and if so details of changes made during execution, whether the envisaged objectives have been achieved, the environmental impact of the project and the total expenditure for the work etc.

## 16. Role in Monitoring and Evaluation

i To see that the monitoring team is constituted as per provisions in the project.
ii To assist the local government for identifying the technical experts in the monitoring committee
iii To see that the progress of implementation of the projects is in conformity with the time schedule and technical specification proposed and approved in the project
iv To render necessary advice and give suggestions regarding better performance in the execution of the project
v To prepare the completion report of the work and to make a review of the implementation of the work and suggestions for supplementary projects, if necessary, to achieve the envisaged objectives

## 17. Role in Upkeep of Assets

i To see that all assets created as part of local development are properly maintained
ii To ensure that the assets created enable to achieve the optimum utilisation
iii To empower the community and micro level democratic organisations or mobilising resources for asset maintenance
iv To assist the local government for maintaining asset register and its up keeping
$v$ To provide technical support to the community for maintaining the assets with its participation.
vi To assist the local government to formulate and asset management policy


## 18. Role in corruption control

One of the fundamental objectives of decentralisation is to control corruption. Due to various reasons the common perception is that execution of public works offers much scope for corruption and malfeasance. It is the duty of every Engineer to consciously oppose corruption in any form creeping in the execution of public works.

In order to control corruption it is legally mandatory for every document to be made available for the public for scrutiny. A Technical Audit Team is being setup at the state level to conduct test checks, beside enquiries on complaints. The Chief Technical Examiner has the same role in the case of local governments also. From the current year Social Audit will be organised both by the public as well as experts group to look into grievances of public expenditure. Finally any citizen can complain the Ombudsman for Local Self Governments who has the power to redress any grievances related to malfeasance in local governments. Local government laws allow for recovery of loss sustained to a local government form the perosn/s responsible for loss.

## 19. Summing Up

The role and functions of engineers, who have been deployed to the local governments mentioned above, give in brief, the role they have to play when functioning as a part of the local governments. The intention is to enhance the quantity of public works maintain better interface with elected representatives and other officials transferred from different line departments and give necessary policy advice to the local governments for taking better development decisions. As competent professional group they have to give technical support to long term and comprehensive development and promote cost effective and efficient technology and use of locally available materials. The development projects implemented by the local governments should aim at protection of environment and sustainability. The cardinal objectives of decetralisation are transparency, accountability and participation of the community in the formulation implementation and monitoring of the projects and also empower the community to maintain and upkeep the assets created for them. The engineering personnel have to ensure the above objectives are attained under decentralised planning and execution of works.

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