

**പതിനാലാം കേരള നിയമസഭ**  
**പതിമൂന്നാം സമ്മേളനം**

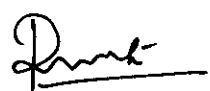
നക്ഷത്രചിഹ്നമിടാത്ത ചോദ്യം നമ്പർ .56

28-11-2018 -ൽ മറുപടിക്ക്

**നവകേരള നിർമ്മിതി**

	ചോദ്യം		മറുപടി
	<b>ശ്രീ.എൽദോ എബ്രഹാം</b>		<b>പിണറായി വിജയൻ (മുഖ്യമന്ത്രി)</b>
എ)	സംസ്ഥാനത്ത് ഉണ്ടായ മഹാപ്രളയത്തിൽ വന്നിട്ടുള്ള നഷ്ടം എത്രയെന്ന് കണക്കാക്കിയിട്ടുണ്ടോ; എങ്കിൽ ഓരോ വകുപ്പിലും ഉണ്ടായ നഷ്ടം എത്രയെന്ന് ജില്ല തിരിച്ച് അറിയിക്കാമോ;	എ)	കണക്കാക്കിയിട്ടുണ്ട്. ഐക്യരാഷ്ട്ര സഭയുടെ PDNA റിപ്പോർട്ട് പ്രകാരം പ്രളയത്തിന്റെ ഭാഗമായി സംസ്ഥാനത്തൊട്ടാകെ വിവിധ മേഖലകളിലായി 26,718 കോടി രൂപയുടെ ആകെ നഷ്ടമുണ്ടായതായാണ് കണക്കാക്കപ്പെട്ടിരിക്കുന്നത്. പ്രസ്തുത റിപ്പോർട്ടിന്റെ പ്രസക്തഭാഗം (മേഖല തിരിച്ചുള്ളത്) അനുബന്ധമായി ചേർക്കുന്നു.
ബി)	നവകേരള നിർമ്മിതിക്കായി എന്തൊക്കെ നടപടികളാണ് സർക്കാർ സ്വീകരിച്ചിട്ടുള്ളതെന്നും അവയുടെ നിലവിലെ സ്ഥിതി എന്താണെന്നും അറിയിക്കാമോ?	ബി)	നവകേരള നിർമ്മാണത്തിനായി ശാസ്ത്രീയമായ പഠനങ്ങളുടെയും പ്രവാസി കളുൾപ്പെടെ പുതിയ നിർമ്മാണ സാങ്കേതികവിദ്യകളിൽ അറിവും പരിചയവും അനുഭവവും ഉള്ളവരുടെയെല്ലാം അഭിപ്രായങ്ങൾ കൂടി പരിഗണിച്ചായിരിക്കും പുനർനിർമ്മാണം നടത്തുക. ഇത്തരത്തിലൊരു സമഗ്ര സമീപനം സ്വീകരിക്കുമ്പോൾ തന്നെ ആദ്യ ഘട്ടത്തിൽ ആസ്തികളുടെ പ്രയോഗക്ഷമത ഉറപ്പുവരുത്താൻ ആവശ്യമായ അറ്റകുറ്റപ്പണികളും അതിനായുള്ള നിക്ഷേപവും നടത്തേണ്ടതുണ്ട്. ആസൂത്രണത്തിലും നിർമ്മാണത്തിലും വേഗതയും കാര്യക്ഷമതയും ലക്ഷ്യംവയ്ക്കുന്ന പ്രസ്തുത പദ്ധതി കേരള പുനർനിർമ്മാണ പദ്ധതി (Rebuild Kerala Initiative) എന്ന പേരിലാണ് അറിയപ്പെടുന്നത്. 09.11.2018-ലെ സ.ഉ.(പി)നം.16/2018/പി.&ഇ.എ.

	<p>പ്രകാരം കേരള പുനർ നിർമ്മാണത്തിനായി കേരള പുനർ നിർമ്മാണ പദ്ധതി (Rebuild Kerala Initiative - RKI) എന്ന പ്രത്യേക സംവിധാനം രൂപീകരിച്ചു കൊണ്ടും ഇതിന്റെ ചീഫ് എക്സിക്യൂട്ടീവ് ഓഫീസറായി ഡോ. വി.വേണു ഐ.എ.എസ്.-നെ നിയമിച്ചും ഉത്തരവായിട്ടുണ്ട് (ഉത്തരവിന്റെ പകർപ്പ് അനുബന്ധമായി ചേർക്കുന്നു). പ്രളയം പോലുള്ള പ്രകൃതിദുരന്തങ്ങളിൽ തകർന്നുപോകാത്ത പ്രകൃതിക്കനുയോജ്യമായ നിർമ്മാണ പ്രവർത്തനങ്ങളാണ് ഈ പദ്ധതി വിഭാവനം ചെയ്യുന്നത്. മന്ത്രിസഭയുടെ നേരിട്ടുള്ള മേൽനോട്ടത്തിലും നിരീക്ഷണത്തിലുമാണ്, കേരള പുനർനിർമ്മാണ പദ്ധതി (RKI) നടപ്പാക്കപ്പെടുക. മുഖ്യമന്ത്രി ചെയർമാനും, ബഹു. പ്രതിപക്ഷ നേതാവ്, മുഖ്യമന്ത്രി നാമനിർദ്ദേശം നൽകുന്ന മന്ത്രിമാർ, സംസ്ഥാന ആസൂത്രണ ബോർഡ് വൈസ് ചെയർമാൻ, ഭരണ പരിചയസമ്പന്നരായ പ്രമുഖ വ്യക്തികൾ, ഒരു യുവ സംരംഭകൻ, വിവിധ വിഷയമേഖലകളിലെ അഭിജ്ഞരായ വ്യക്തികൾ തുടങ്ങിയവരൊക്കെ അടങ്ങുന്ന ഉപദേശക സമിതിയാണ് കേരള പുനർനിർമ്മാണ പദ്ധതിക്കുവേണ്ടി രൂപീകരിച്ചിട്ടുള്ളത്. ചീഫ് സെക്രട്ടറിയാണ് ഉപദേശക സമിതിയുടെ മെമ്പർ സെക്രട്ടറി. ചീഫ് സെക്രട്ടറി അധ്യക്ഷനും വിവിധ വകുപ്പു സെക്രട്ടറിമാർ അംഗങ്ങളുമായുള്ള ഉന്നതതല അധികാര സമിതിയാണ് കേരള പുനർനിർമ്മാണ പദ്ധതിക്ക് ഉണ്ടാവുക.</p>
--	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

  
 സെക്ഷൻ ഓഫീസർ

Sector	Damage	Loss	Total Effect (D + L)		Total Recovery Needs	
	INR Crores	INR Crores	INR Crores	USD Million	INR Crores	USD Million
<b>Social Sectors</b>						
Housing, Land and Settlements	5 027	1 383	6 410	916	5 443	778
Health and Nutrition	499	28	527	75	600	86
Education and Child Protection	179	0	179	26	214	31
Cultural Heritage	38	37	75	11	80	11
<b>SUB-TOTAL</b>	<b>5 743</b>	<b>1 448</b>	<b>7 191</b>	<b>1 028</b>	<b>6 337</b>	<b>906</b>
<b>Productive sectors</b>						
Agriculture, Fisheries and Livestock	2 975	4 180	7 154	1 022	4 498	643
<b>SUB-TOTAL</b>	<b>2 975</b>	<b>4 180</b>	<b>7 154</b>	<b>1 022</b>	<b>4 498</b>	<b>643</b>
<b>Infrastructure sectors</b>						
Water, Sanitation and Hygiene	890	471	1 361	195	1 331	190
Transportation*1					10 046	1 435
<b>Sector</b>						
	<b>Damage</b>	<b>Loss</b>	<b>Total Effect (D + L)</b>		<b>Total Recovery Needs</b>	
	INR Crores	INR Crores	INR Crores	USD Million	INR Crores	USD Million
Power					353	50
Irrigation <sup>1</sup>					1 483	212
Other Infrastructure <sup>1</sup>					2 446	349
<b>SUB-TOTAL</b>	<b>890</b>	<b>471</b>	<b>1 361</b>	<b>195</b>	<b>15 659</b>	<b>2 236</b>
<b>Cross-cutting sectors</b>						
Environment	26	0.04	26	4	148	21
Employment and Livelihoods	881	9 477	10 358	1 480	3 896	557
Disaster Risk Reduction	17	583	599	86	110	16
Gender and Social Inclusion	0.9	0	0.9	0.13	35	5
Local Governance	28	0	28	4	32	5
<b>SUB-TOTAL</b>	<b>952.9</b>	<b>10 060.04</b>	<b>11 011.9</b>	<b>1 574.13</b>	<b>4 221</b>	<b>604</b>
<b>TOTAL (A)</b>	<b>10 561</b>	<b>16 159</b>	<b>26 718</b>	<b>3 819</b>	<b>30 715</b>	<b>4 389</b>
Integrated Water Resources Management <sup>2</sup> (B)	0	0	0	0	24	3
<b>GRAND TOTAL (A+B)</b>					<b>30 739</b>	<b>4 392</b>
<b>GRAND TOTAL (ROUNDED OFF)</b>					<b>31 000</b>	<b>4 400</b>

*Print*  
✓-b.



**GOVERNMENT OF KERALA**

**Abstract**

**Planning & Economic Affairs Department – Rebuild Kerala Initiative (RKI) – Comprehensive guidelines for Operational Strategy and Institutional Framework – Approved – Orders Issued**

**Planning & Economic Affairs (CPMU) Department**

**G.O.(P)No.16/2018/P&EA Dated, Thiruvananthapuram, 09/11/2018**

Read 1 GO(P)No.14/2018-P&EA dated 20.10.2018

2 GO(P)No.15/2018-P&EA dated 27.10.2018

**ORDER**

The magnitude of the disaster caused by the rains and floods in August 2018 is unprecedented in the history of Kerala. Government have issued several orders to provide relief to those affected and repair/ restore the infrastructure. The Government of Kerala is of the resolve that it is not enough that the State merely undertake a rehabilitation and restoration plan in the aftermath of this natural disaster. This calamity should be taken up as a challenge and as an opportunity to rebuild the State to ensure better standards of living to all sections of society. Higher standards of infrastructure should be adopted in repair and reconstruction. New major projects should be envisioned for the State. Ecological safeguards and standards should be built into the structures that will be constructed to equip new and restored assets to better withstand the onslaught of such floods in the future.

2. Government has issued the Operational Strategy and Institutional Framework vide reference 1st and 2nd cited above . But it has come to the notice that some aspects regarding financial support and utilisation of funds were not specified in those orders .

3. In order to bring comprehensive guidelines for Rebuild Kerala Initiative ( RKI ) , Government have issued following orders for the Operational Strategy and Institutional Framework of Rebuild Kerala Initiative (RKI) , appended as Annexure I and II, in supersession of the Government orders read above.

4. A detailed framework and the separate mechanism is necessary to co-ordinate various activities/administrative measures for the Rebuild Kerala Initiative. Rebuild Kerala Initiative (RKI) aims to rebuild Kerala in a speedy and effective manner to co- ordinate various activities comes under it and to give a proper direction to the programme.

File No.CPMU-3/45/2018-PLGEA

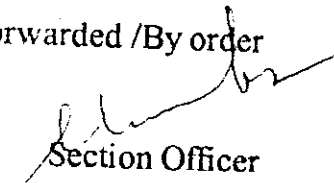
5. The Institutional Framework proposed for Rebuild Kerala Initiative is governed through Council of Ministers, Advisory Council, High Level Empowered Committee (HLEC), RKI-Implementation Committee and Institutional Support Mechanism. The Chief Executive Officer of the HLEC shall be designated as a Secretary to Government under the Planning and Economic Affairs (RKI) Department.
6. The entire rebuilding process of post flood Kerala comes under the framework Rebuild Kerala Initiative (RKI) and the whole process shall be done with the administrative support of Rebuild Kerala Secretariat to be formed for the purpose under Planning and Economic Affairs Department.
7. Section VI of Operational Strategy and Institutional Framework annexed with this order dealing with deployment and utilisation of funds for speedy execution has the approval of Finance Department.

(By order of the Governor)  
**DR. VISHWAS MEHTA**  
**ADDITIONAL CHIEF SECRETARY**

To:

The Chief Executive Officer, RKI Secretariat  
The All Additional Chief Secretaries/Principal Secretaries/Secretaries/Special Secretaries  
The Accountant General (A&E/Audit/G&SSA/E&RSA), Kerala, Thiruvananthapuram  
All Heads of Departments  
All District Collectors  
All Departments/All Sections including Law and Finance Departments in the Secretariat  
All Members of different Committees under RKI  
The Private Secretary to Chief Minister/Other Ministers/Leader of Opposition  
General Administration (SC) Department vide Item 2602 dated 07.11.2018  
Special Secretary to Chief Secretary  
The Executive Assistant to Chief Secretary  
The Member Secretary, Kerala State Planning Board  
The Secretary to Governor with covering letter  
The Director of Treasuries  
The Director, Information & Public Relations  
Web & New Media  
Stock File/Office Copy

Forwarded /By order

  
Section Officer

## ANNEXURE I

# REBUILD KERALA INITIATIVE 2018 OPERATIONAL STRATEGY AND INSTITUTIONAL FRAMEWORK

## Introduction

1. The magnitude of the disaster caused by the rains and floods in August 2018 is unprecedented in the history of Kerala. This single episode of natural calamity has left behind untold misery accompanied by the loss of several precious lives. The relief operations are now behind us. The level and intensity of coordination and overall success of the relief operations has come in for praise from several quarters. The Government of Kerala is of the resolve that it is not enough that the State merely undertake a rehabilitation and restoration plan in the aftermath of this natural disaster. This calamity should be taken up as a challenge and as an opportunity to rebuild the State to ensure better standards of living to all sections of society. Higher standards of infrastructure should be adopted in repair and reconstruction. New major projects should be envisioned for the State. Ecological safeguards and standards should be built into the structures that will be constructed to equip new and restored assets to better withstand the onslaught of such floods in the future.
2. Informed estimates by many indicate that the recovery and reconstruction process could take a minimum of three years. Relief efforts must now yield way to a sustained effort to rebuild the infrastructure that has been destroyed. One very positive impact of the flood is that it led to the unleashing of a tremendous positive flow of support and efforts from committed youth, civil service groups, fisher folk of Kerala, professional associations and local community groups.
3. Table - A below captures the broad dynamics of the three tracks viz. relief, restore & rehabilitate and rebuild. A brief outline of the processes in the Rescue phase is shown in Column 1. The ongoing processes under Restoration is shown in Column 2 and Restoration happening and needs to happen as part of rebuilding is summarised below. Column 3 lays out the signposts that must necessarily guide the Rebuilding efforts.

**Table – A (Three tracks of the recovery process)**

Rescue (1)	Restore (2)	Rebuild (3)
<p><b>Response</b></p> <ul style="list-style-type: none"> <li>• In facing a disaster of such magnitude, it was critical that the machinery responded swiftly to the calls for support and ensured that the needy were addressed. Website 'Rescue.in', call centres etc. were set up.</li> <li>• Vast number of highly dedicated group of volunteers and community organisations as well as thousands of individuals joined hands to get this going</li> </ul>	<p><b>Recovery</b></p> <ul style="list-style-type: none"> <li>• The recovery process started immediately after the disaster and the precautions in terms of health (prevention of contagious diseases) and disaster aftermaths etc were addressed.</li> <li>• Restoration of critical infrastructure in terms of power supply, drinking water, accessibility etc were addressed.</li> </ul>	<p><b>Reimagine</b></p> <ul style="list-style-type: none"> <li>• A high-level estimation of the losses has been done.</li> <li>• A crowd sourcing campaign to ensure funding for the rebuilding has been initiated and will be further improved.</li> <li>• Innovative methods of building infrastructure and other provisions are planned.</li> </ul>
<p><b>Relief</b></p> <ul style="list-style-type: none"> <li>• In parallel, food and basic supplies were ensured to the affected people and relief camps were opened for the displaced persons.</li> <li>• Collection distribution camps, relief camps and shelters etc.</li> </ul>	<p><b>Rehabilitate</b></p> <ul style="list-style-type: none"> <li>• The houses were cleaned through mass campaigns by social help groups, volunteers</li> <li>• Livelihood mechanisms have to be restored.</li> <li>• Infrastructure issues like Roads and restoration works in other utilities were initiated.</li> </ul>	<p><b>Redesign</b></p> <ul style="list-style-type: none"> <li>• The rebuild process gives an option to redesign certain infrastructure from the point of view of resilience and sustainability.</li> <li>• Conventional methods and technologies should be substituted with alternate proven methods if they are more cost-effective and less resource intensive and gives greater value for money</li> </ul>

### Section I: Scope of this Proposal

1. As mentioned above, three tracks viz. Relief, Repair/Restore and Rebuild can be identified in any Government led process designed to meet the challenges posed by a natural disaster of the scale and intensity that was witnessed. This paper does not discuss relief management – as this is well underway moving towards finality and has been generally considered to have been very effectively undertaken.
2. On the second element of the recovery process viz. Repair/Restore, there are certain elements, as discussed below, that must be designed, implemented and monitored at the level of the State Government.
3. Finally, on the third element viz. the process of Rebuilding itself: given the scale of resources, the complexities of the project implementation and need to coordinate with multiple departments and agencies, many of the elements will be designed, implemented and monitored at the level of the State Government.

#### *Scope of Restoration/repair and Rebuilding: Broad Categories*

4. The following categories of restoration and rehabilitation needs are identified in the flood-affected regions. Implementation and funding approaches will have to be appropriate to the different categories.
  - a) Roads of Local Self Governments
  - b) Houses
  - c) Restoration of livelihood
  - d) PWD Roads and bridges
  - e) Public buildings (major repairs/reconstruction)
  - f) Water Supply
  - g) Development projects with significant degree of ecological and environmental interventions
    - i. Kuttanad Basin and Kole Region
    - ii. Protection of river banks in vulnerable areas
    - iii. Protection of coastal stretches most vulnerable to extreme sea-erosion and displacement of people
    - iv. Programme for sustainable use, preservation and rejuvenation of water bodies including improving capacity of canals and reducing vulnerability to floods
    - v. Landslides – restoration and mitigation measures including environmentally sustainable development in Wayanad and Idukki including resettlement of people from landslide prone/geo-sensitive areas.
  - h) Comprehensive Development of a high range eco-system for agriculture
  - i) Comprehensive Rehabilitation and Development Plans for Fishermen along the coast
  - j) Major projects of strategic importance
    - i. Development of Ernakulam-Kochi and corridors as the Central Business Nucleus of the Region
    - ii. Comprehensive infrastructure development plans for the two Metropolis Thiruvananthapuram and Kozhikode
    - iii. Iconic Projects in all 14 districts



**Financing and Implementation Approaches and Strategy**

5. Table – B below shows the different mix of implementation and financing approaches for the categories delineated above.

<b>Table – B (Strategy Mix)</b>		
<b>Category</b>	<b>Primary Coordination/ Implementation Responsibility</b>	<b>Financing Sources</b>
<b>a) Roads of Local Self Governments</b>	<ul style="list-style-type: none"> <li>• LSGs</li> </ul>	<ul style="list-style-type: none"> <li>• LSG Funds</li> <li>• State Government Funds</li> <li>• Allocation from MPLADs, MLA Development Funds</li> <li>• Institutional Finance including Multilateral &amp; Bilateral Agencies</li> </ul>
<b>b) Houses</b>	<ul style="list-style-type: none"> <li>• LSGs through Empanelled Construction Agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Crowd funding</li> <li>• CSR/NGOs</li> </ul>
<b>c) Livelihood Support</b>	<ul style="list-style-type: none"> <li>• State Planning Board (Design &amp; Coordination)</li> <li>• Government Departments and Agencies</li> <li>• Kudumbasree</li> </ul>	<ul style="list-style-type: none"> <li>• State Government Funds</li> <li>• LSG Funds</li> <li>• Allocations from Government of India under MNEGA, NRLM</li> <li>• Institutional Finance including Multilateral &amp; Bilateral Agencies</li> </ul>
<b>d) PWD Roads &amp; Bridges</b>	<ul style="list-style-type: none"> <li>• High Level Empowered Committee – HLEC* (Approvals &amp; Coordination)</li> <li>• Implementation through PWD and its agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Institutional Finance including Multilateral &amp; Bilateral Agencies</li> <li>• Allocation from MPLADs, MLA Development Funds</li> <li>• State Government Funds</li> </ul>
<b>e) Public Buildings (major repairs/ reconstruction)</b>	<ul style="list-style-type: none"> <li>• High Level Empowered Committee – HLEC (Issuing Approvals &amp; Coordination)</li> <li>• Implementation through PWD and its agencies</li> </ul>	<ul style="list-style-type: none"> <li>• State Government Funds</li> </ul>

<b>f) Water Supply</b>	<ul style="list-style-type: none"><li>• High Level Empowered Committee – HLEC (Issuing Approvals &amp; Coordination)</li><li>• Implementation through Kerala Water Authority/ Jananidhi</li></ul>	<ul style="list-style-type: none"><li>• State Government Funds</li><li>• Institutional Finance including Multilateral &amp; Bilateral Agencies</li><li>• KIIFB Financing</li></ul>
<b>g) Agriculture (and allied areas), Fisheries Sector development</b>	<ul style="list-style-type: none"><li>• High Level Empowered Committee – HLEC (Plan, Build, Issuing Approvals, Coordination &amp; Monitoring)</li></ul>	<ul style="list-style-type: none"><li>• State Government Funds</li><li>• Institutional Finance including Multilateral &amp; Bilateral Agencies</li></ul>
<b>h) Major projects of strategic importance</b>	<ul style="list-style-type: none"><li>• High Level Empowered Committee – HLEC (Plan, Build, Issuing Approvals, Coordination &amp; Monitoring)</li></ul>	<ul style="list-style-type: none"><li>• Institutional Finance including Multilateral &amp; Bilateral Agencies</li><li>• KIIFB Financing</li></ul>

\* High Level Empowered Committee – HLEC: The Committee as described below in this document plans/builds/issues approvals/coordinates & monitors work for which it is responsible.

## Section II: Core Principles underlying the Rebuild Kerala Initiative

6. The following principles will be the basis of planning and implementing the various packages under RKI.
  - a. Fast, Efficient, and Inclusive
  - b. Improving Resilience
  - c. Build-back-better philosophy
  - d. Innovative and Modern Technologies
  - e. Fair and Equitable Rehabilitation Practices
  - f. Capacity building
  - g. Building Asset Management Frameworks
  - h. Simplification of processes and procedures

### Fast, Efficient, and Inclusive

7. Reconstruction needs to be strong, so that assets and livelihoods become less vulnerable to future shocks; efficient, so that both men and women can get back to their normal life fast;

and inclusive, so that all citizens, including members of disadvantaged communities, participate fully in the efforts and are not left behind in any way.

**Improving Resilience:**

8. RKI will focus on building assets that are more resilient to natural calamities like floods. Approaches in this direction will comprise of elevating flood-prone road sections, drainage improvement, slope stabilization, landslide protection, and bio-engineering techniques. Incorporating cost-effective disaster-resilient principles will improve the long-term sustainability of the reconstructed critical public infrastructure. The efforts under RKI for rehabilitation will be based upon structural assessments, geological and hydrological surveys, and a range of improved technical measures. Modifications to current designs and structures will be encouraged if these will lead to enhanced resilience and durability. Efforts will be made to use methodologies based on **organic architecture** to foster harmony between the human habitation being settled and the natural world

**Build-back-better philosophy:**

9. The RKI will adopt a 'build-back-better' approach, backed by sound engineering designs, adequate drainage, and greening approaches to enhance resilience. Build-back-better principles will, in general, include improved designs, sizing, siting, and orientation, with due recognition of affordability and technical viability constraints. Where relevant, poor existing geometrics of roads and canals must be improved, and new / additional cross-drainage structures as well as arrangements for surface drainage and wider waterways at selected vulnerable locations must be provided.

**Innovative and Modern Technologies:**

10. The RKI should be used as an opportunity to adopt or switch to practices that are more efficient, less resource intensive and more environment friendly. For instance, road rehabilitation should choose between a variety of pavement designs. RKI will have to weigh between several available options in a range of alternative surfacing and paving technologies based upon availability of local resources, geography (flood and landslide risk, steep terrain) and traffic volumes. Some of these options may have a higher initial investment cost, but over the whole life cycle of the road, they will prove more durable and will need less maintenance and repair. Resilience will be potentially improved through innovative technologies, which will extend road durability and reduce life cycle costs.
11. Adoption of new/latest technology shall be a key driver of the process and this will ensure that the new projects undertaken are state-of-the-art. The implementation of smart technologies in utilities, early warning systems, setting up predictive tools for disaster management, improved technology solutions for relief work, designing evacuation plans etc. will improve the overall responsiveness of the State to tackle any such disaster in future and improve the efficiency of delivery of civic services during such catastrophes.
12. Specific focus should be given for building vast depositories of data both local, regional relating to weather, rainwater analysis, soil data for designing robust and sustainable systems for disaster management. Use of data analytics in systems planning and implementation and induction of modern technologies (e.g. IoT) will be a common thread in the establishing improved disaster management and surveillance mechanisms.

**Fair and Equitable Rehabilitation Practices:**

13. Resettlement and Rehabilitation plans should be based on the best and fair practices. In each case where resettlement/rehabilitation must be done, a Resettlement & Rehabilitation Plan must be drawn up for the Project Affected People (PAP) and the Project Affected Household (PAH) after assessing the category of impacts together with socioeconomic conditions on the

PAP and PAH, and host communities, estimated cost of resettlement and draw up a time-bound action plan for implementation.

**Capacity building:**

14. Durability and resilience can be increased only if technical and operational capacity of implementing agencies is adequate. Under RKI, planned programmes will be undertaken to enhance capacity of institutions and agencies under Government through training and support of technical laboratories and quality control, based on adoption of international good practice.

**Building Asset Maintenance frameworks:**

15. Ensuring the sustainability of public investment through sound public asset maintenance practice is challenging across countries. Road maintenance is a common challenge for most governments because of limited resources. The possibility of creating local responsibility for asset maintenance, by adopting a community-based approach to routine maintenance of public assets which has been successfully implemented in other countries, will be explored.

**Simplification of processes and procedures**

16. A rebuilding exercise of this magnitude requires nimbleness in decision making. At the same checks and balances are to be in place to ensure transparency and prudence in spending. The clearances and permissions that are required for the project may be given at the appropriate levels as explained in the institutional arrangements discussed below in this proposal.
17. Improved practices may be incorporated into the procurement guidelines in RKI. Reconstruction of infrastructure systems, consequent to disasters and post war like situations needs strategies different from conventional public work execution methodologies. In such circumstances, it may be difficult to wait for the completion of entire planning and design for initiating the actual construction activities considering the limited time frame available for completion of such projects. Mode of procurement and contracting systems are also to be suitably modified to meet the specific requirements like faster construction, least disturbance to the damaged environment, and efficient utilisation of natural resources, while ensuring transparency and efficiency.
18. Integrated Concurrent Engineering (ICE) and Execution methodologies as being followed by EPC organizations are among various options to meet the above objective. The agencies awarded with such works shall be permitted to adopt techniques and methodologies in planning and design based on acceptable national/international standards /specifications suited to Kerala conditions. They may choose appropriate designs, technologies and practices from basket of acceptable options (which may be short listed with the help of experts in related fields).
19. Eventually as the RKI progresses, good models will evolve and be a legacy for improving the process of governance specially for infrastructure construction and disaster management. Processes and Procedures which have been tried out successfully under RKI can be subsequently incorporated into Government practices, rules and procedures.

**Section III: Planning and Project Formulation under RKI**

20. The inclusion of projects under RKI must done after considering the ideas, suggestions and proposals from the widest possible spectrum of stakeholders. In an initiative like this, stakeholders will be diverse in composition, capacity and responsiveness – and may range from persons who have a promising idea to those who might even have fully or partially developed project proposals. So also, such ideas or proposals can emanate from individuals to institutions. The success of RKI will substantially hinge on how well it can accommodate and reflect the true aspirations of all stakeholders in its design.

21. To achieve the above objective, the following process of collecting and developing ideas are envisaged under RKI.
- 1) **Development Seminars:** Development Seminars with the support of print and electronic media groups at regional and sub-regional levels will be organized. Members of Parliament, Members of Legislative Assemblies of the affected districts would play a significant role in fostering meaningful discussions for generating ideas. The feasibility of translating the ideas that emerge from these seminars into projects will be thoroughly examined by the RKI Secretariat with the help of experts in the field. These will be then worked on to develop full-fledged projects. Where an idea looks promising but cannot be converted into a project directly, a feasibility study may have to first be undertaken to establish the workability of the idea itself.
  - 2) **Idea generation:** Focussed hackathons conducted on specific themes and on possible rebuild ideas will be held. This approach would more specifically focus on tapping the suggestions from the non-resident population of the State.
  - 3) **Idea exchanges:** Colleges and schools will be encouraged to work on college/school level projects for their ideas on rebuilding the locality or region in which the institution is located.
  - 4) **Identification by LSGs:** The District Panchayats and Municipal Corporations will formulate two or three major infrastructure investments addressing regional issues for inclusion in RKI viz. those whose scope extends beyond one or very few LSGs.
  - 5) **Identification by Government Department:** Departments like PWD, Irrigation, Water Authority will be invited to submit critical proposals that go beyond the scope of their annual budget operations but which in their opinion will have significant beneficial impact for the State in the future in terms of improving resilience of regions likely to be affected by floods.
  - 6) **Major Infrastructure projects:** Primarily driven by a project proponent (could be a sponsor, company, regional groups etc.) these would be iconic projects or large projects with well-marked boundaries that are viable on its own revenue streams or could be made economically viable through a gap funding by Government which is not excessive in relation to the total project size.
22. Necessary online platforms for the purpose viz. conducting hackathons, hosting idea exchange platform, uploading project proposals, processing and issuing sanctions will be developed and commissioned without delay.
23. A system of e-polling will be introduced to ascertain user acceptance of tested solutions as part of this online platform. All the project profiles of RKI will be uploaded in the online portal for a week to a fortnight for gathering views of stakeholders, prior to placing before the Advisory Council and the Council of Ministers for approval.
24. Stakeholders' acceptance of the projects listed in the portal will be elicited to give the selection more validity and robustness.

#### **Section IV: Project Identification and Selection Methodology**

25. Typically, there will be a five-stage process for the end to end conversion of an idea into project execution or process changes. These are:
1. Idea generation
  2. Screening and selection of projects (criteria to be developed)
  3. Profiling of projects/ideas

**Table C (Project Identification and Selection Methodology)**

STEP	PROCESS & RESPONSIBILITY	IDEA GENERATION (SIX TRACKS)						RES SUPP
		(1)	(2)	(3)	(4)	(5)	(6)	
		Developmental Seminars	Workshops	Idea Exchange for Youth from Schools, Colleges, Polytechnics & ITIs	Identification by L100s	Identification by Depts.	Check Market for Projects	
STEP 1	NEWS	IDENTIFICATION AND SCREENING OF IDEAS FOR PROJECT FORMULATION OR FOR POLICY INITIATION						
		HLEC + RKI - IMPLEMENTATION COMMITTEE + STAKEHOLDER DEPARTMENTS						
STEP 2	NEWS	PROFILING OF PROJECT/POLICY INITIATIVE						
		RKI - IMPLEMENTATION COMMITTEE						
STEP 3	NEWS	APPROVAL OF DRAFT PROJECT PROFILE/POLICY INITIATIVE						
		HIGH LEVEL EMPOWERED COMMITTEE						
STEP 4	NEWS	APPROVAL OF DRAFT PROJECT PROFILE/POLICY INITIATIVE						
		COUNCIL OF MINISTERS						
STEP 5	NEWS	PREPARATION OF DRAFT DPR/ DRAFT POLICY FRAMEWORK (LEGISLATION, RULES, GUIDELINES etc.)						
		RKI - IMPLEMENTATION COMMITTEE + STAKEHOLDER DEPARTMENTS						
STEP 6	NEWS	APPROVAL OF DRAFT DPR			APPROVAL OF DRAFT POLICY FRAMEWORK (LEGISLATION, RULES, GUIDELINES etc.)			
		HIGH LEVEL EMPOWERED COMMITTEE						
STEP 7	NEWS	APPROVAL OF DPR			APPROVAL OF POLICY MEASURES (LEGISLATION, RULES, GUIDELINES etc.)			
		COUNCIL OF MINISTERS						
STEP 8	NEWS	PREPARATION OF BID DOCUMENTS			EMPOWERING WITH LAW DEPARTMENT/STAKEHOLDER DEPARTMENT FOR LEGISLATION/ISSUE OF ORDERS ETC.			
		RKI - IMPLEMENTATION COMMITTEE + STAKEHOLDER DEPARTMENTS + LAW DEPARTMENT						
STEP 9	NEWS	TENDERING AND EXECUTION			LEGAL ENACTMENT & RULES/ORDERS/CIRCULARS			
		STAKEHOLDER DEPARTMENTS (Implementing Agencies)			LAW DEPARTMENT/STAKEHOLDER DEPARTMENTS			

Legend: CP: Consultant Partner EA-Co: Empowered Agency or Consultant RESP: Agencies/Authority Responsible RES SUPP: Resources Support

- 4. DPR preparation/Development of legislative framework (e.g. law making, issue of orders, rules/circulars, manuals etc.)
- 5. Administrative Sanction/Issue of laws/rules/orders/circulars/manuals etc.)

26. The matrix shown in Table - C above illustrates the linkages of each of the stages for each channel of idea generation discussed above with the authority designated for each function.

**Section V: Institutional Framework**

27. The Rebuild Kerala Initiative (RKI) will be a multi-sector programme involving several government departments and agencies over a period that may vary from 2 to 3 years. Hence, appropriate institutional arrangements are crucial for the success of RKI. Given the multi-disciplinary and often complex nature of the packages that must be bundled into RKI, it is essential that the stakeholder perspective is brought into these institutional arrangements at all levels.

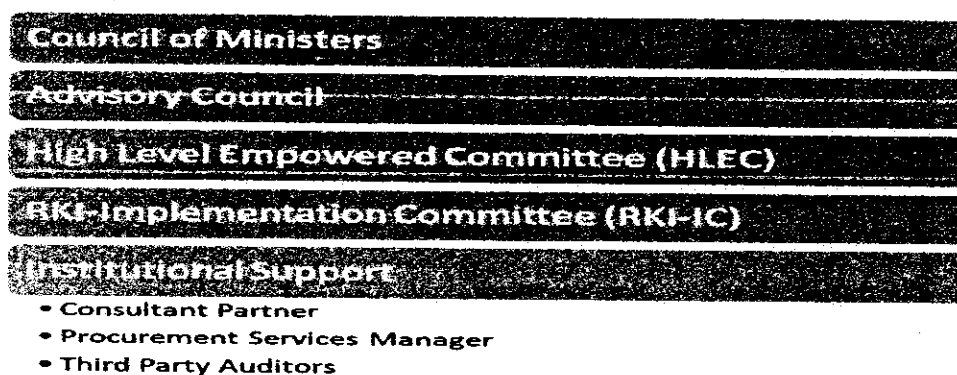
28. The scale of the disaster, planning required, implementation complexities, financial management and service delivery calls for a dedicated institutional framework.

29. The outline of institutional framework proposed for RKI is shown below.

- 1) Council of Ministers
- 2) Advisory Council

- 3) High Level Empowered Committee (HLEC)
  - 4) RKI Implementation Committee (RKI-IC)
  - 5) RKI Secretariat
  - 6) Institutional Support
30. Annexure II shows the matrix of functional responsibilities and powers for the constituents of the institutional framework for RKI.
31. The Figure below explains the layout of institutional arrangements for RKI.

**Fig: INSTITUTIONAL ARRANGEMENTS FOR RKI**



#### **V.1 COUNCIL OF MINISTERS**

32. The Council of Ministers may decide any policy matter including recommendation for legislation as may be required for effective decision making and co-ordination of RKI.
33. Project Profiles of all the works taken up under RKI will be placed before the Council of Ministers for approval.
34. A brief synopsis of the project and regular updates of the progress of RKI projects will be placed before the council in the next meeting of the council.
35. The Chief Secretary will be the Secretary to the meetings of the Council of Ministers as laid down in the Rules of Business of Government.
36. To ensure fast and effective decision making, the agenda notes, minutes and all documents shall be circulated online to the Hon. Ministers in the Council and the Chief Secretary with intimation through e-mail or other online forms of communication to the staff of the Ministers.

#### **V.2 ADVISORY COUNCIL**

##### ***Composition of the Advisory Council***

37. RKI will have an Advisory Council not exceeding 20 members with the following Composition as indicated in Table - D:

Table - D (Composition of the Advisory Council)

Hon. Chief Minister	Chairman
Sri. Alphons Kannanthanam (Union Minister of State for Tourism)	Member
<b>Ministers nominated by Hon Chief Minister</b>	
1. Minister for Revenue and Housing	Members
2. Minister for Water Resources	
3. Minister for Ports, Museum, Archaeology & Archives	
4. Minister for Transport	
Hon. Leader of the Opposition	Member
Vice Chairman, State Planning Board	Member
<b>Two Prominent persons from the field of Administration</b>	
1. Shri. T. K. A. Nair (Former Principal Secretary to Prime Minister)	Member
2. Shri. K. M. Chandrasekhar (former Cabinet Secretary and former Vice Chairman, State Planning Board)	
<b>One young entrepreneur</b> Sri. Byju Raveendran (Byju's Learning App, Bangaluru, Karnataka)	Member
<b>One Eminent person each from the field of</b>	Member
<b>Engineering (specialized in any infrastructure area)</b> Dr. Suresh V., Former CMD, HUDCO	Member
<b>Environment/Disaster Management</b> Dr. Muralee Thummarukudy, Chief Disaster Risk Reduction at <u>United Nations Environment Programme</u>	Member
<b>Social Work</b> Dr. K. P. Kannan (Former Director, Centre for Development Studies)	Member
<b>Business/Industry</b> Sri. M. A. Yusuff Ali (EMKE Mansion, Nattika, Thrissur)	Member
<b>Economics/Finance</b> Smt. Alice G. Vaidyan (Chairman & Managing Director, General Insurance Corporation of India)	Member
<b>Chairman and two Members of the RKI Implementation Committee (RKI-IC)</b> Dr. K. M. Abraham Former Chief Secretary Dr. V. Venu Principal Secretary to Government Sri. M. Sivasankar Secretary to Chief Minister	Member
Chief Secretary	Member Secretary



***Role of the Advisory Council***

38. The Role of the Advisory Council will be to offer guidance and advise on proposals under RKI and offer inputs on options placed before it.
39. A draft strategy paper of the Rebuild Kerala Initiative will be submitted to the Advisory Council for its suggestions and inputs.
40. Project Profiles taken up for implementation under RKI will be sent to all members of the Advisory Council for inputs and suggestions.
41. The list with synopsis of Projects taken up for implementation and status update of PKI will be furnished to the Advisory Council from time to time for information.

**V.3 HIGH LEVEL EMPOWERED COMMITTEE (HLEC)**

***HLEC – Composition***

42. A High-Level Empowered Committee with the composition shown in Table - E shall be constituted.
43. Government may from time to time nominate eminent persons as Advisors to the HLEC. The Advisors shall also be Ex-Officio Members of the Committee for decision making.

**Table – E (Composition of the High-Level Empowered Committee - HLEC)**

1) Chief Secretary	Chairman
2) Chairman (RKI Implementation Committee)	Member
3) Additional Chief Secretary (Planning)	Member
4) Additional Chief Secretary (Revenue)	Member
5) Additional Chief Secretary (LSG)	Member
6) Law Secretary	Member
7) Principal Secretary (Finance)	Member
8) Principal Secretary (PWD)	Member
9) Principal Secretary (Agriculture)	Member
10) Secretary (Water Resources)	Member
11) Secretary to the Chief Minister	Member
12) Chief Executive Officer for RKI	Member Secretary
13) Two Persons nominated from Advisory Council nominated as ex-officio members to HLEC	
1. Shri. T. K. A. Nair	
2. Shri. K. M. Chandrasekhar	

44. A senior officer in the rank of not less than a Secretary to Government or above will be designated as the CEO of the Rebuild Kerala Initiative.

45. The CEO of RKI shall be the Member Secretary for the HLEC.

***HLEC – Functions***

46. The High-Level Empowered Committee (HLEC) shall have the following functions:

- 1) Approval of Project Profiles submitted to it for consideration by the RKI Implementation Committee (RKI-IC) for placing before the Advisory Council and the Council of Ministers.
- 2) Direct preparation of any project idea as is found relevant to the overall scheme and objectives of RKI for placing the same before the Council of Ministers.
- 3) Approval of Detailed Project Reports prepared by the RKI Implementation Committee (RKI-IC), for the Project Profiles approved by the Council of Ministers
- 4) Monitoring the implementation of the various packages/programs under RKI approved by the Council of Ministers.
- 5) Coordinating with other departments of Government as is necessary for the smooth implementation of RKI.
- 6) Advising Government on mobilisation of resources required for RKI.

***HLEC – Powers***

47. For the Project Profiles approved by the Council of Ministers, the HLEC shall be the authority to issue approvals for Administrative Sanctions for the various DPRs that relate to these Project Profiles under RKI.
48. The CEO of RKI shall issue Administrative Sanctions for those DPRs approved by HLEC.
49. Where the Detailed Project Report prepared varies substantially in scope or size from the Project Profile approved by the Council of Ministers, the HLEC shall issue the Administrative Sanction only with the approval of the Council of Ministers.
50. The list with details of Administrative Sanctions so issued shall be placed in the following Cabinet Meeting for information.
51. For administrative purpose (including placing the papers before the Council of Ministers, issue of Agenda Notes, Minutes etc. related to the Meetings of the Council of Ministers), the Chief Executive Officer of RKI shall be designated as a Secretary to Government under the Planning and Economic Affairs Department as Secretary (Planning & Economic Affairs Department – RKI).

***HLEC – Mode and Manner of Decision Making***

52. To ensure effectiveness and speed in implementation of RKI, a concurrent online mode of decision making shall be adopted. Manual process of circulating physical documents shall be avoided to the extent possible.
53. Under this mode of decision making, the CEO of RKI shall, with the approval of the Chairman of the HLEC (Chief Secretary), upload as an Agenda item any proposal, that needs

approval of the HLEC to an online portal designed for this purpose, with intimation over email/mobile to all the members as soon as any proposal is uploaded.

54. The online portal shall have provision for the Members of the HLEC to enter their comments.
55. Any agenda item where no member has expressed any remarks to the contrary after 7 days from the date of uploading shall be deemed to have been approved by the HLEC.
56. The HLEC may if it so decides, meet on a designated day at an interval (weekly, fortnightly etc.) to be decided collectively.
57. Uploaded agenda items which have not been approved and where discussions are necessary or where there is a dissent shall be discussed and resolved appropriately.
58. Any member unable to attend a meeting may also opt to join through any online facility for communication, made available for the purpose.

#### **V.4 RKI IMPLEMENTATION COMMITTEE (RKI-IC)**

##### ***RKI-IC – Composition***

59. A three-member RKI Implementation Committee (RKI-IC) with the composition shown in Table - F shall be constituted.

**Table – F (Composition of the RKI Implementation Committee – RKI-IC)**

1) Dr. K. M. Abraham	Chairman
2) Secretary to the Chief Minister	Member
3) Dr. V. Venu, Chief Executive Officer of RKI	Convener

##### ***RKI-IC – Functions***

60. The RKI-IC will be responsible for the implementation of RKI.
61. The RKI-IC shall be responsible for preparing the various project profiles for placing them before the HLEC for their recommendation and thereafter before the Council of Ministers with the recommendation of the HLEC for approval.
62. The RKI-IC shall be responsible for preparing the Detailed Project Reports based on project profiles approved by the Council of Ministers.
63. The RKI-IC shall place the DPRs for the approval of the HLEC.
64. The details of the Administrative Sanctions issued by the CEO for projects and programmes approved by HLEC with a brief synopsis shall be placed for comments, modifications before the Meeting of the Council of Ministers.
65. Once the project profiles are approved by the Council of Ministers as the case may be, no further reference to any Government Department for sanction would be necessary. The projects under RKI would not have to be placed before the Working Group/Special Working Group envisaged for Plan Schemes.

66. For the implementation of the packages/programmes in the RKI approved by the Council of Ministers on the recommendation of the HLEC, the RKI-IC will have powers to implement the project for procurement and hiring of human resources according to the guidelines/pattern prescribed and approved by HLEC.
67. The RKI-IC will through a process of empanelment identify qualified consultants (Empanelled Agencies/Experts/Professionals) for preparation of DPRs, Program Management of Major Projects, provision of specialised services according to the guidelines/pattern prescribed and approved by HLEC.
68. For effective implementation of RKI, the RKI-IC may convene joint meetings with the Departmental or District Committees referred to herein.
69. The RKI-IC will have all incidental administrative powers for projects approved by the HLEC for fulfilling its responsibilities laid out in this proposal without further reference to Government but RKI-IC will function under the Guidance & control of the Chief Secretary.
70. The CEO of the Rebuild Kerala Initiative shall also be the Convener for the RKI-IC.
71. The CEO will administer the day to day running of RKI and be fully responsible for the implementation of packages approved by the Council of Ministers.

#### **V.5 RKI SECRETARIAT**

72. The Rebuilding Kerala Initiative will have a Secretariat consisting of a team of 3-4 professionals and a team of officers consisting of one Additional Secretary and a Section consisting of one Section Officer and three Assistants be attached to it under the Planning and Economic Affairs Department reporting directly to the Principal Secretary (Planning and Economic Affairs Department – RKI). Officers selected for this purpose from the Secretariat or otherwise, will need to have proficiency in the use of computers as the document flow for RKI will be managed through online systems only.
73. In addition to the above, the RKI-IC may induct expert members from various fields as Consultants to RKI as is found necessary.
74. The CEO shall be the Administrative Head of the RKI Secretariat.

#### **V.6 DEPARTMENTAL LEVEL SET-UP FOR IMPLEMENTATION & MONITORING OF RKI**

75. Different packages under RKI will be implemented by the Departments/Agencies. Some of these packages relate to asset where the Departments or its Agencies must execute the work directly. Some of the works packages may have to be implemented for the departments by an SPV or if any such project is on the Public Private Partnership.
76. A Departmental Committee consisting of Secretary of the Department, Head of the Department, Head of the Implementing Agency (if any), and two persons in charge of planning/infrastructure or two or more Chief Engineers, from the concerned Department, as the case may be, will be constituted. Table G shows the structure of the Departmental Committee.

**Table – G (Composition of the Departmental Committee)**

- |                                                                                                                                                              |          |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| 1) Secretary of the Department                                                                                                                               | Chairman |
| 2) Head of the Department/Chief Engineer<br>nominated for the purpose                                                                                        | Convener |
| 3) Two officers of the Department in charge of<br>planning/infrastructure OR Two or more<br>Chief Engineers under the concerned<br>Administrative Department |          |

77. This Departmental Committee shall work with the RKI-IC to coordinate, monitor and implement the approved projects.
78. For ease of implementation, if any variations or deviations from existing practice in terms of procurement of goods and services, execution of contracts are needed such variations must be approved, after detailed discussions, in a joint meeting of the RKI-IC and the Departmental Committee referred to above. In according permission for such variation, care should be taken to ensure that basic principles of fairness and transparency are not compromised.
79. Such variations or deviations permitted as above have to be reported to the HLEC.

**V.7 District Level Set-up for implementation & monitoring of RKI**

80. A Committee shall be constituted at the District Level for the implementation and monitoring of RKI with the composition shown in Table - H:

**Table – H (District Level Implementation and Monitoring Setup)**

- |                                                                                                                                                                                         |          |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| 1) District Collector                                                                                                                                                                   | Chairman |
| 2) District Heads of PWD, Irrigation, KWA,<br>Agriculture, Fisheries, Soil Survey and Soil<br>Conservation                                                                              |          |
| 3) Implementing Officers of a specific package<br>or programme of relevant departments<br>(PWD, Irrigation, KWA, Agriculture,<br>Fisheries, KSEB, Soil Survey and Soil<br>Conservation) |          |
| 4) Any other Officer who may be co-opted by<br>the District Collector                                                                                                                   |          |
| 5) District Planning Officer                                                                                                                                                            | Convener |

## V.7 INSTITUTIONAL SUPPORT FRAMEWORK

### *Procurement Services Manager (PSM)*

81. The Rebuild Kerala Initiative is expected to be diverse in its scope and as such there will be several stages of implementation from planning, drawing up of concept paper, preparation of DPRs, drawing up of estimates, preparation of tender documents, environmental surveys and analysis including social impact assessments, work involved for land acquisition, drawing up compensation packages etc. Furthermore, many of these projects will call for international expertise and may require global tendering.
82. Based on the above rationale, the procurement of goods and services needed for the range of activities envisaged in RKI will pose a formidable challenge. It would be therefore efficient to contract out all procurement needed for RKI to a specialised firm. This would ensure that services are procured with greater efficiency and meet clients' needs faster while adhering to international best procurement practices regarding transparency, objectivity, competitiveness and non-discrimination
83. The firm selected would be the Procurement Services Manager (PSM) for RKI. It will be selected through an international tendering process using a two-bid system.
84. The PSM function includes:
  - 1) Assisting the RKI Secretariat and End User Departments/Agencies in planning inputs and drafting ToRs for procurement of goods and services.
  - 2) Based on the agreed work plan, identifying and selecting qualified experts, companies and institutions to provide the agreed inputs and proposing them to the RKI Secretariat.
  - 3) Preparing Tender Documents for the various packages required under RKI.
  - 4) Contract Management including checking and certification of bills for payment.
  - 5) Developing and regularly updating appropriate procurement systems and procedures to reflect international best practices;

### *Third Party Auditor (TPA)*

85. In the context of the diverse financing arrangement and the payment process that must be managed, a Third-Party Audit performed by an audit organization that is independent of the Government of Kerala will potentially help to improve transparency and enhance trust of funding agencies. Such an audit can be by design, free of any conflict of interest if safeguards are built in to ensure the independence of the audit organization.
86. A TPA with the expertise of handling major infrastructure/public projects with international experience can be identified through a transparent bidding process.

## V.8 IMPLEMENTATION FLOW FOR RKI

87. The process flow for implementation of projects under RKI is shown below:



3. PWD Roads and Bridges
4. Public Buildings – Major Repairs and Reconstruction
90. For meeting Revenue Expenditure, a sub-head of account 3475-00-115-99 **Post-flood Projects under the Rebuild Kerala Initiative (RKI) – Plan** may be opened for providing state funds for revenue expenditure under RKI.
91. To begin with, an initial allocation of Rs.10 crores may be made in the Revenue sub-head opened as outlined above.

Additional Chief Secretary , Planning and Economic Affairs department may be made the Controlling Officer of these Heads and the Chief Executive Officer may be made the Drawing and Disbursing Officer (DDO) for each of the Capital and Revenue sub Heads mentioned above.

92. To begin with, a sum of Rs. 100 crores may be allocated to each of these newly opened functional/sub-heads from the above sub-head opened for the capital expenditure of RKI. FD may work out a system of making contra-credits to the above head of account whenever the amounts available in the head of account fall below the pre-specified limits.
93. To begin with, the limits at which the funds will be replenished may be fixed at 50% for both the amounts specified above, based on need assessment done in the meeting of the HLEC.
94. The HLEC may discuss whether the limits of the imprest amount suggested above need to be revised as the expenditure in RKI picks up.
95. Where, funds from financial institutions like banks can be availed for RKI through Public Institutions like KRFB, KIIFB, RBDCK, KSIDC etc., arrangements to disburse funds directly through such agencies should be made as far as possible.
96. Where such arrangements are not possible, these funds may be placed at the disposal of the CEO for disbursement of project expenses in a bank account opened for that purpose. The limits specified above for imprest funds shall apply to this mode also.
97. The CEO shall arrange for separate projects/package-wise accounting of all funds allocated.

#### **Section VII: Monitoring and Evaluation**

98. A Monitoring and Evaluation Cell (M&E) Cell will be established in the RKI Secretariat, which will be responsible for overall monitoring of physical and financial progress, procurement, results as per RKI's agreed results framework and associated output and outcome indicators.
99. An independent agency or consultant will be appointed by RKI to develop a web-based monitoring system to be maintained at the RKI Secretariat. Information on results, compiled from the MIS, will be transparently published on the webpage on a semi-annual basis providing user-friendly information.
100. Monitoring will be done at various levels: intervention, district, and local government, and community against agreed performance benchmarks and results indicators. The MIS Cell will be responsible for aggregating the information and producing quarterly progress reports to be

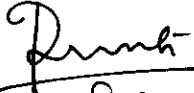


submitted to the supervising committees. Monitoring will be undertaken in a gender disaggregated manner that will also allow assessment of issues related to inclusion.

101. Third party audits of procurement and social/community audits or surveys of beneficiary satisfaction will be conducted in a random fashion throughout the life of the project.
102. A Grievance Cell will also be established with a web-enable mechanism for filing and addressing any complaints related to RKI implementation processes and beneficiaries. A protocol for addressing grievances will be published.

ANNEXURE II  
MATRIX OF FUNCTIONAL RESPONSIBILITIES AND POWERS

SN	Item	Council of Ministers	HLEC	RKI-IC
1	To introduce Policy Measure and recommendation for legislation required as part of RKI	√		
2	To select the project profiles / package for inclusion in RKI / direct modification to an approved project	√		
3	To approve Project Profiles & Brief Synopsis of all the works to be taken up under RKI	√		
4	To monitor regular updates of the progress of RKI projects	√		
5	To place project profiles submitted by RKI for consideration of Advisory council and approval of Council of Ministers .		√	
6	To direct preparation of any project idea as is found relevant to the overall scheme and objectives of RKI for placing the same before the Council of Ministers.		√	
7	To approve Detailed Project Reports prepared by the RKI Implementation Committee (RKI-IC), for the Project Profiles approved by the Council of Ministers		√	
8	To coordinate with other departments of Government as is necessary for smooth implementation of RKI		√	
9	To issue approvals for Administrative Sanctions for the various DPRs that relate to these Project Profiles under RKI, such project profiles shall be approved by Council of Ministers before issuing Administrative Sanction.		√	
10	To recommend policy initiatives to Govt for improving resilience in infrastructure projects		√	
11	To enter into MoU or performance contracts for any project under RKI		√	
12	To monitor the implementation of the various packages/programs under RKI			√
13	To prepare Project Profiles and place before Council of Ministers after recommendation of HLEC			√
14	To prepare DPRs based on Project Profiles approved by Council of Ministers			√
15	To place the DPRs for the approval of the HLEC.			√
16	To implement the project approved by council of ministers on recommendation of HLEC , procurement and hiring of human services according to the guidelines/pattern prescribed and approved by HLEC.			√
17	To disburse , transfer , reimburse funds for expenditure for implementation of projects approved by Council of Ministers			√
18	To review the performance of any project on a periodic basis			√
19	To identify and engage qualified consultants (Empanelled Agencies/Experts/Professionals) for preparation of DPRs, Program Management of Major Projects, provision of specialised services through a process of empanelment according to the guidelines/pattern prescribed and approved by HLEC.			√

  
S.O.