Madhya Pradesh

# Education Guarantee Scheme (E.G.S.)







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----- - andhi Shiksha Mission

# **Education Guarantee Scheme**



Rajiv Gandhi Shiksha Mission

NIEPA DC D10082

....."That does not finish the picture. We have the education of this future state. I say without fear of my figures being challenged successfully that today India is more illiterate than it was fifty or a hundred years ago, and so is Burma, because the British administrators, when they came to India, instead of taking hold of things as they were, began to root them out. They scratched the soil and began to look at the root, and left the root like that, and the beautiful tree perished. The village schools were not good enough for the British administrator, so he came out with its programme. Every school must have so much paraphernalia, building, and so forth. Well, there were no such school at all. There are statistics left by a British administrator which show that, in places where they have carried out a survey, ancient schools have gone by the board, because there was no recognition for these schools, and the schools established after the European pattern were too expensive for the people, and therefore they could not possibly overtake the thing. I defy anybody to fulfil a programme of compulsory primary education of these masses inside of a century. This very poor country of mine is ill able to sustain such an expensive method of education. Our State would revive the old village school master and dot every village with a school both for boys and girls."

Mahatma Gandhi at Chatham House, London, October 20,1931

#### MADHYA PRADESH EDUCATION GUARANTEE SCHEME (EGS)

#### 1. OBJECTIVES:

Elementary education is seen as a fun lamental right of all children. The Constitution stipulates free and compulsory education for all children in the age group of 6-14. This enjoins upon the community the duty of sending their children to school and upon the State Government the responsibility of providing adequate facilities for it.

Universalisation of Primary Education requires the State Government to ensure the following minimum facilities:

- Provision of basic facilities which are easily available for the education of the children.
- Provision of quality education so that each child attains a desired level of learning.

In M.P. the outreach of schooling facilities is only 75%. The fact that a large percentage of the population is tribal and is below poverty line also imposes upon the state the responsibility of providing economic assistance to these disadvantaged groups so that they can compulsorily send their children to school. The need to implement a compulsory programme of action for UPE also implies time bound action. Adequate facilities must be provided to all children at the earliest so that the State can enforce such a legislation.

To do this, the State Government of Madhya Pradesh has evolved a new scheme: The Education Guarantee Scheme (EGS). The EGS has been in operation since 1.1.97

#### 2. EDUCATION GUARANTEE SCHEME: OPERATIONAL NORMS

Under EGS, the Government will give a guarentee to provide a viable educational facility to the children in habitations where there is no schooling facility within a kilometre within a period of 90 days of receiving a demand for such a facility by the local community.

The norms for a viable EGS demand are:

- The demand for the educational facility is from a rural area.
- No schooling facilities exist, within a radius of 1 km. of the habitation from where the demand has been made.
- Educational facility includes Government and Private primary schools, it includes both formal primary schools and non-formal educational centres as well as any other alternative schools for primary education.
- The number of children design to enrol in the 6-14 age group are atleast 40.
- In tribal areas, the above number should be atleast 25.
- For the present year 1997-98 the children shall be enrolled in Class-I. In no case, shall children already studying in higher standards be allowed to enrol. If this is not adhered to then the children who have studied in higher standards shall be sent back to their original schools. After that in case the number of enrolled children falls below the norm the centre shall be promptly closed.
- The local community should raise a demand for an educational facility.

### 3. THE GUARANTEE PACKAGE: The educational centres running under EGS will be called *EGS centres*.

An EGS Centre will be constituted by :

#### 1. Teacher (Guruji)

One Teacher would be provided for a group of 40 children and, in tribal areas for a group of every 25 children. If the number of children exceed 50 then another Guruji will be provided so as to maintain a low teacher pupil ratio. The EGS teacher will be designated as 'Guruji'. The teacher will be a local person. Preference will be given to women. In case more than one teacher is needed one of them will necessary be a woman. The Minimum educational qualification for a teacher will be Higher Secondary. However if a local person with Higher Secondary qualification is not available, a High School passed may be considered for a Gurujis post. The Guruji will be given an honorarium of Rs. 500/- per month.

#### 2. Teaching - Learning Material (TLM):

Teacher Learning Materials used in the formal primary school will be used.

#### 3. Teacher Training:

The teacher training design and module developed for the formal system will be used. Teacher training will aim at ensuring that teachers are equipped to transact the Teaching Learning material effectively.

#### 4. Academic Evaluation:

A proper system of evaluation will be ensured. This will include a continuous evaluation of the children by the teacher. In addition, Cluster Coordinators will also evaluate the performance of the children annually. The system of evaluation prevalent in the State for class V will be applicable to EGS.

#### 5. Operational Contingencies:

There will be a provision for operational Contingencies to ensure a proper functioning of the Centre.

#### 4. Operational procedures :

#### 4.1 Management:

#### 4.1.1 State Level:

The nodal department for implementing and coordinating EGS will be the School Education department. The implementation of the scheme will involve other Departments as well particularly the Tribal Welfare and the Panchayat Departments. An interdepartmental committee will be set up to

coordinate monitor and suggest policy initiatives. This will be designated as the State EGS Committee. The constitution of the committee will be as follows:

1	Principal Secretary/Secretary Education	Chairperson
	Department	·
2	Principal Secretary/Secretary, Tribal Welfare	Co-Chairperson
	Department	·
3	Principal Secretary/Secretary Finance	Member
4	Principal Secretary/Secretary Planning	Member
5	Principal Secretary/Secretary Panchayat	Member
6	Principal Secretary/Secretary Public Relation	Member
7	Principal Secretary/Secretary Women and Child	Member
	Development Deptt.	
8	Commissioner of Public Instruction	Member
9	Commissioner Tribal Welfare Department	Member
10	Director Panchayat and Social Welfare	Member
	Department	
11	Director SCERT	Member
12	Secretary to the Chief Minister and Mission	Convenor
	Coordinator, Rajiv Gandhi Mission	
13	Mission Director, Rajiv Gandhi Shiksha Mission	Member Secretary

#### 4.1.2 District Level:

Similarly at the district level an EGS Coordination Committee will be constituted with the following membership:

1	District Collector	Chairperson
2	Chief Executive Officer of Zila Panchayat	Vice Chairperson
3	Deputy Director of Education/AC Tribal	Member
4	District Program Coordinator in DPEP Districts	Member Secretary
5	Principal DIET	Member

In Non-DPEP Districts the Chief Executive Officer of Zila Panchayat will act as the member secretary of the EGS Committee.

The District Collector can invite others also as per need.

The District EGS Committee will be fully responsible for ensuring the timely implementation of EGS as per its norms. It will review the EGS functioning atleast once a month, resolve problems as and when they arise and ensure that an authentic EGS MIS is built up and that it is regularly monitored and updated.

Since the scheme will be managed on the principles of **decentralisation** and community participation, at the district level, the main agencies of implementation will be the panchayat. These will be supported by departmental functionaries. Ensuring timely action and coordination will be through the District EGS Committee.

#### 4.2 Operationalising an EGS Centre:

#### 4.2.1 Demand for an EGS Centre:

The local community in an area without a schooling facility within 1 km. and a atleast 40 (in a tribal area 25) children in the 6-14 age group will present their demand for an educational facility to the Sarpanch of the gram panchayat. The demand will be submitted on a plain paper in duplicate copies mentioning the number of children, their names with age, the names of guardian, the educational facilities available in the area, and distance from their habitation, present arrangement for the education of the children, names of the persons eligible to become a teacher. The names of prospective teachers along with their qualification must be proposed in the order of merit. The statement of demand will bear the date of its submission alongwith the names of the persons who presented the demand.

The Sarpanch, with his/her recommendation will forward the Demand to the CEO Janpad Panchayat within three days of its receipt.

This recommendation will be endorsed on the letter and the date of receipt of the letter will be mentioned. The Secretary Village Panchayat will keep a copy of the letter in the office record. If the sarpanch does not forward the demand with his recommendation to Janpad within specified period, the local community can send their demand directly to the Janpad Panchayat.

#### 4.2.2 Issuing a statement of Guarantee:-

The demand of the community forwarded by the Sarpanch to the Janpad Panchayat will be entertained immediately by the CEO. For this purpose, a receipt register will be maintained by the CEO. The CEO will issue the receipt of the letter the same day. This receipt will also act as a *statement of guarantee* issued on behalf of the state government, undertaking to take appropriate action on the demand received within a time limit.

If the demand is valid as per the EGS norms, then an EGS centre has to be established within 90 days of the receipt of the demand at the Janpad Panchayat.

The Format of the guarantee will be as follows:

## MADHYA PRADESH EDUCATION GUARANTEE SCHEME GUARANTEE

Guarantee No. .....

Diviso	on Distri	ict l	3lock
Gram	Panchayat	_ Name of the Village	e
1.	Name of the Applicant	:	
	(Names of other Signatories)	:	
2.	Date of presenting the Application to the Sarpanch	:	/ 199
3.	The name of the Sarpanch and Gram Panchayat recommending the proposal	;	
4.	Date of receipt of application at Block Panchayat	;	
5.	Due date for the fulfilment Guarantee (within 90 days of the receipt of the Application at the Janpad Panchayat)	<u>;</u>	
Date :			
			Signature of the CEO Janpad Panchayat

The CEO Janpad will issue the statement of guarantee in triplicate. Two copies of the guarantee will be given to Gram Panchayat. One copy will be retained by the Gram Panchayat and the other will be given to the community within 3 days. One copy of this guarantee will be given to the CEO of the Zila Panchayat. The CEO Zila Panchayat will register the guarantee issued in a district level EGS Register so that all the applications received under EGS may be monitored continuously. The duration between the receipt of the application at the Gram panchayat and the date of issuing the receipt of the letter at Janpad panchayat should not be more than 10 days.

#### 4.2.3. Verification of the Demand:

It will be the responsibility of CEO Janpad to verify the content of the Demand especially the following:

- Whether the number of children in the age group 6-14 is as per norm ? i.e. 40 children in general area and 25 in a tribal area.
- Whether schooling facilities are available in the area? How far is the nearest school in that area? is it within 1km distance.
- The educational qualification of the proposed Guruji.

Verfication will be through the School Education or Tribal Welfare Department. This verification should be done within 10 days of the receipt of the application in the CEO's office. The CEO will prepare a report on the verification of the demand and place it before the Block Panchyat Education Committee.

#### 4.2.4. Decision on the Demand:

- If the demand is not as per the EGS norm it will be rejected. This will be communicated to the applicants through the Gram Panchayat. The CEO Zila Panchayat will also be informed accordingly.
- If the demand is as per norm, it will be accepted by the Janpad Panchayat Shiksha Samiti.

#### 4.2.5. Appointment of the Guruji:

The Janpad Panchayat Shiksha Samiti will approve the first candidate in the list of persons proposed by the community for appointment as Guruji. If the Janpad Panchayat Shiksha Samiti fails to take action on the application within 7 days, it will lose its right to do so. The decision will then be taken by CEO Janpad. He will approve the first name on the list of persons proposed by the community. If the CEO does not approve the first name on the proposed list, he will record the reason for not doing so. Under no circumstances will a person other than that proposed by the community be appointed.

- The permission to start an EGS centre and the approval for the appointment of the Guruji will be be intimated through a sanction letter issued by CEO Janpad in triplicate. Two copies of the letter will be given to the Gram Panchayat out of which one copy will be given to the applicants by the Sarpanch. The CEO Janpad will in his sanction letter direct the Sarpanch of the Gram Panchayat to issue the appointment letter of the guruji within three days of the receipt of the letter. The CEO will also release the budget for honorarium stipend for the training period, contingency fund to the account of Gram Panchayat.
- The CEO Janpad will send a copy of the sanction letter to the CEO Zila Panchayat.
- The Gram Panchayat will make the payment to the guruji of his/her honorarium every month through a cheque.

#### 4.2.6. Procuring basic amenities for the EGS Centre

#### (a) Teaching-Learning Materials:

Teaching Learning Materials developed for the formal primary schools will be used in the EGS centres. Printing and distribution of text book to the districts will be the responsibility of the Text Book Corporation. Distribution of text books at the district level to the EGS Centres will be the responsibility of the district EGS Committee. The books will be given to the gurujis at their training centres. The EGS centre will not start without the receipt of the text books.

#### (b) Operational contingencies:

The Gram Panchayat will procure the basic ammenities for the centre. A suggestive list of items is given below:

S.N.	Items	Approximate Cost			
1.	Black Board	400.00	Non-Recurring		
2.	Slate	200.00	Recurring		
3.	Chalk	100.00	Recurring		
4.	Paper	50.00	Recurring		
5.	Pencil	50.00	Recurring		
6.	Register	50.00	Recurring		
	Total	850.00			
	************				

#### 4.2.7. Teacher Training:

 On the issuance of the sanction of an EGS centre, and the subsequent recruitment of the gurujis, the CEO Zilla Panchayat will arrange for the training of the gurujis. The gurujis will be given atleast

- a 12 day training every year. The training will be based on the materials to be transacted in the classes.
- The guruji will be paid a stipend for the training period. The School Education Department will arrange for the training programme and materials within 30 days of the receipt of the permission at the district. Teaching in the EGS Centre will under no circumstances start without proper training of the Guruji.

#### 4.2.8. Starting the EGS Centre:

The EGS centre will start functioning within the date indicated on the guarantee format. The community will decide the school timings and vacations as per the convenience of the children. The centre will run for atleast 200 days in a year. The Guruji will inform the Gram Panchayat about the school timings and vacations fixed for the local EGS centre.

#### 4.2.9. Academic Evaluation:

The School Education Department will make arrangement for the academic evaluation of the performance of the children. A system of continuous testing will be built into the teaching learning material and the transactional process. In addition the cluster coordinator will be responsible for academic monitoring.

#### 4.2.10. Monitoring:

A detailed MIS has been developed for EGS, to facilitate the development of a data base and to generate periodic reports. These reports will be generated at the EGS Centre and will provide the basis for reviewing and taking corrective action. It will be the reponsibility of the Gram Panchayat to ensure that the EGS centre functions properly. The Gram Panchayat will send a monthly report about the functioning of the centre to the CEO of Janpad Panchayat. The format for which is attached in Annexure-II It will contain the financial and physical status of the centre. The CEO will put up the report before the Janpad Shiksha Samiti. The CEO will also submit a consolidated report of all the EGS centres of the block to the CEO of Zila Panchayat in the format attached in Annexure-III. The CEO Zila Panchayat will similarly consolidate all the block reports and forward a consolidated report to the Secretary State EGS Committee in the format attached in Annexure-IV.

In addition a cluster based monitoring system will be put in place. A senior teacher will be designated as Cluster Academic Coordinator who will visit the EGS centres and provide on spot academic suport to the EGS centres. They will be responsible to collect the monthly reports made out by the sarpanch and place it before the Janpad CEO.

If the number of children at any centre falls below 20 percent of initial enrolment financial aid to the centre by the Shiksha Samiti of Janpad Panchayat will be stopped. Such a decision, however, will be based on a report based on field inspection by the CEO Janpad Panchayat.

The Secretary State EGS Committee will place the reports before the State EGS Committee.

The State Government will from time to time evaluate EGS so as to initiate measures to improve its functioning.

#### 5. Appeal and Representation:

If the community is not satisfied with the decision of the Gram Panchayat, it can appeal to the CEO Janpad against the decision. The CEO will decide the issue within 7 days. It the Gram Panchayat is not satisfied with the decision of Janpad Panchayat then the Gram Panchayat may appeal against the decision to the CEO of Zila Panchayat, who will decide the issue within 7 days.

#### 6. Costs:

#### 6.1. Unit cost

The estimated cost of one EGS centre is Rs. 8,500/ Per annum. The unit cost is for a group of 40 children, a guruji, teaching learning material, teacher training, academic evaluation of the children and contingency materials for the functioning of EGS.

#### 6.2. Budget:

On the recommendation of State EGS Committee the School Education Department/Tribal Welfare Department will approve and provide the requisite amount of funds in their respective budgets. This budget will be released to the Rajiv Gandhi Prathmik Shiksha Mission. The Rajiv Gandhi Prathmik Shiksha Mission will release necessary funds to the account of CEO Zila Panchayat who will maintain and operate the account under a separate head of EGS. The Rajiv Gandhi Prathmik Shiksha Mission will retain the fund for the teaching learning material because the development and procurement of teaching learning material is at the State level. (@ Rs. 1000/- per centre) The Chief Executive Officer Zila Panchayat will retain an amount of Rs. 650/- per centre in the district account towards teacher training and administrative contingency. An amount of Rs. 6850/- per centre will be released to the Gram Panchayat for honorarium, stipend and operational contingencies

#### 7. Coordination of reponsibilities:

The functioning of EGS depends upon a proper coordination of responsibilities at each level:

#### 1. State Level:

#### Departments of School Education Department & Tribal Welfare Department :

The implementation of EGS at the State Level will be through the School Education Department and Tribal Welfare Department. School Education Department will be the nodal Department for implementation. These departments will be responsible for timely budget allocations, control over administrative officers and timely implementation of identified activities.

Both the departments will estimate the expenditure on the scheme, and make budgetary provisions and release the budgetted funds to the Rajiv Gandhi Prathmik Shiksha Mission.

Teacher training, preparation of teaching learning material, its timely availability and academic evaluation will rest with School Education Department. The Tribal Welfare Department will assist in this.

### Responsibility of State Level Education Guarantee Scheme (EGS) Committee.

- Review of the implementation of the Scheme from time to time.
- Problem solving
- Ensuring interdepartmental co-ordination.
- Making policy recommendation to the state government ensuring effective communications.

#### 2. District Level:

Timely implementation and coordination of EGS at the district level will be the responsibility of **District Level EGS Coordination Committee.** The functions of the District committee will be:

The nodal responsibility for implementing EGS will vest in the CEO Zila Panchayat. The responsibilities of the CEO (Zila Panchayat) will be:

- Constitute a District level Coordination Committee and arrange meetings.
- Allot funds
- Registration of the demand received from the blocks and ensure action within time limit.
- Ensure proper scrutiny of the demands.
- Disposal of appeals and representations

- Supervision and evaluation of EGS centres
- Coordination with different implementing units of different levels and solve the problems.
- Sending monthly reports to the State Level EGS Committee.

### Responsibilities of **Deputy Director of Education/Assistant Commissioner Tribal Welfare Department**

- Ensure proper scrutiny of the EGS demand.
- Arrange for the training of the teachers of EGS centre on the advice of the CEO.
- Arrange for the receipt of the teaching learning materials from TBC and its distribution to the EGS centres.
- Arrange for the academic evaluation of the EGS centre.
- Ensure co-operation of the block level personnel in the implementation of EGS.
- Ensure that the monitoring reports are sent up to the distt. Committee.
- Review the progress of EGS centres from time to time.
- Ensure that the directives of the district EGS Committee are complied with.

#### 3. Block Level:

#### • CEO Janpad Panchayat:

The nodal responsibility at the block level will be of CEO Janpad Panchayat. The functions of the CEO will be:

- Register the demand received from the Gram Panchayat and issue the guarantee receipt.
- Get the demand verified by the block level functionaries of the Education/Tribal Department.
- Convene the meeting of Janpad Shiksha Samiti and place the community demand duly verified before the committee. Communicate the decision of the committee regarding accepting or rejecting the demand to the Gram Panchayat.
- Ensure timely appointment of guruji.
- Review progress of EGS centres
- Co-ordination between Gram, Janpad and Zila Panchayat activities
- Send monthly reports to CEO Zila Panchayat, particularly attendance of children and guruji, availability of operational contingencies and teaching learning material, payment of honorarium to the guruji.

#### • Block Education Officer:

- Ensure proper scrutiny of the demand received, the existence of Primary Education facilities in that area to be specially verified.
- Arrange for the teacher training, teaching material and ensure academic evaluation.

#### Monitor the EGS Centres particularly -

- \* attendance of children and of the guruji.
- \* availability of materials.
- Quality of the teaching learning process.
- \* Timely payment of guruji.
- \* Coordinate with the CEO.

#### • Janpad Panchayat Shiksha Samiti:

- Janpad Panchayat Shiksha Samiti will take a decision within 7 days on the EGS demand which has been verified by the CEO.
- Peruse the monthly reports of EGS centres.
- Review the functioning of EGS centres.
- Facilitate a smooth functioning of EGS centres.

#### 4. Gram Panchayat Level:

- The Gram Panchayat will have the central role at the village level. The responsibilities of the Gram Panchayat will be as follows:
- Accept the EGS demand from the community and forward it to the Janpad Panchayat with its comments.
- Appoint the guruji on the recommendation of the community after approval of the Janpad Panchayat.
- Operate the account of the EGS.
- Facilitate the functioning of the EGS Centre and provide for its contingency requirements.
- Undertake supervision visits to the EGS Centres.
- Monitor and Review the functioning of EGS centre.
- Send a monthly report to the Janpad CEO.

#### 5. Cluster Academic Coordinator:

- Visit the EGS Centre once a month.
- Submit the monthly report of the EGS to the Janpad CEO.
- Supervise the teaching-learning progress. Provide academic support on spot.
- Assist in learner evaluation.

#### **ANNEXURE - I**

#### **COST ESTIMATES OF EGS**

#### 1. Unit cost per EGS

Sno.	Item	Unit cost per annum
1.	Honorarium of Guruji @ Rs. 500.00 per month	5000
	for 10 months	
2.	Training (18 days)	610
	Stipend during training	1000
3.	Contingency for the Centre	850
4.	Books @ Rs. 25 per child for 40 children	1000
	25 X 40 = 1000	
5.	TA/DA to Guruji - to attend cluster meeting	100
6.	Administrative contingency expenditure	40
	Total	8500

#### 2. Definition of Unit Cost

#### (A) Training (18 days)

-	Rs. 30.00 per day per participant	570*
-	TA/DA for a trainer	30**
-	Training Contingency	10
	Total	610/-

- \* Rs. 30 X 18 days = Rs. 540/- for tea and meals. Rs. 30 for T.A. on an average per trainee will be payble.
- \*\* The T.A. and D.A. for a trainer for 18 days will be Rs. 750. One trainer will train 25 trainees. Thus the unit cost per trainer comes to (750/25=30) i.e. 30/-

#### (B) Contingency Expenditure:

It will include expenditure on basic needs of the school such as black board, chalk, chart, stationary etc. A suggestive list is given below:

Sno.	Item	Approximate Cost Rs.		
1.	Black Board	400 N.R.		
2.	Slates	200	Recurring	
3.	Chalk	100	Recurring	
4.	Paper	50	Recurring	
5.	Pencil	50	Recurring	
6.	Register	50	Recurring	
	Total	850		

Date

### Reporting format from the Sarpanch to Janpad level

				Month	1		
Name	of Education	Guarant	ee Scheme centre				
Name	of Majra/Tola	ı/Mohalla			<del></del>		
Name	of Village						
Name	of Janpad			. <del>-</del>			
Name	of Guruji				<del></del>		
1.	Teaching ma	aterial re	ceived	Complete/Partial/ Ur	received		
2.	Text book re	eceived		Complete/Partial/ Ur	received		
3. Regular attendence of Guruji			of Guruji	Yes/No			
4. Guruji's training				Complete/Incomplete	Complete/Incomplete		
5.	Honorarium	received	during the last mor	nth Yes/No			
6.	Particulars of	of alloted	amount :-				
	Received A	mount	Honorarium	Contingency Exp.	Balance		
	L <del></del>		* 5				
6.	Total Enroln	nent (Cur	rent Position)				
	Boys	Girls	Total				
•	ure of Guruji		_	cademic Coordinator	Signature of Sarpa	anch	
Name		Na	ame		Name		

Date

Date

	Name of Block	
District		Month

Sno.	Name of EGS centre	No. of Guruji	No. of trained Guruji	No. of enrolled student	Teaching learning material available Yes/No		Expenditure	
						Honorarium	Contigency Exp.	Total Amt.
			u					
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Chief Executive Officer
Block

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### **Blockwise EGS centres Information**

District	Month
No. of Block	

Sno.	Block	No. of EGS centres	No. of Guruji	No. of trained Guruji	No. of centres where adequate teaching learning material is available	No. of enrolled students	Expenditure		
	\(\text{\tint{\text{\tin}\text{\ti}\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\tin}\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\tin}\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\ti}\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\tex{\tex						Honorarium	Contigency Exp	Total Amt.
S E E	4				•				
PA									•
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					10				
						-			* *

- 1. Total amount received by district under EGS
- 2. Total amount given to DIET for training
- 3. Total amount spent by the district at EGS centre level. (\*\*)
- 4. Administrative Contingency Expenditure (District level)
- 5. Available amount under EGS [1 (2 + 3 + 4)]

Chief Executive Officer
Zila Panchayat