



CALENDAR OF TRAINING PROGRAMMES

2009-10



Kerala Institute of Local Administration
(KILA)

Mulamgunnathukavu
Thrissur - 680 581



English
**CALENDAR OF TRAINING PROGRAMMES
 2009-10**

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PREFACE

Kerala Institute of Local Administration (KILA) has been gaining in experience, capacity and stature over the years in the field of training for decentralized governance with special focus on the elected representatives. From ad-hoc arrangements, as demanded by the requirements of particular situations, KILA has moved on to preparing a balanced and a fairly comprehensive action plan for training by including themes which are of immediate relevance to local governments. Going beyond the normal training calendar, KILA has indicated the objectives, content and methodology of each training programme, besides giving the time schedule. This will enable the would-be trainees to choose the programmes according to their need and come prepared with issues and questions. Also, it has the added advantage of being a capacity building framework, which has emerged from practical experience and expressed needs and is therefore of immense guidance value to sister institutions and other learning organizations engaged in the capacity building of local governments.

This is KILA's maiden attempt. We definitely contemplate improvement. Your comments and suggestions are most welcome.

Thiruvananthapuram
25-07-09.

S.M.Vijayanand
Principal Secretary
Local Self-Government Department
Government of Kerala



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FOREWORD

Local Governments in Kerala are in the process of transition and concerted efforts have been made to implement democratic decentralization and participatory planning during the last decade. Institutionalization of the democratic culture along with the building up of transparency and accountability are complex processes. Continuous efforts for capacity building and concurrent facilitation are essential for their success. As the nodal institution for the capacity building of local governments, Kerala Institute of Local Administration (KILA) is committed to the cause of decentralization, local democracy, community participation and accountability in the functioning of local governments. The prime objective of KILA is to plan, design and implement capacity building programmes, which in turn, will help to empower the practitioners of local governments at different levels within the state and in other parts of the country.

The activities of KILA reached a new dimension recently when it shared its experience of democratic decentralization with some other South Asian countries. This was made possible with the collaboration of Swiss Agency for Development and Cooperation (SDC). We engage in this with the constant support of Local Self-Government Department, Government of Kerala (GoK) and the Ministry of Panchayati Raj and Urban Development, Government of India (GoI). SDC has been providing support for the last one decade for strengthening the institutional capacity of KILA for designing and implementing meaningful capacity building programmes for different functionaries of local governments in Kerala and to emerge on the national as well as South Asian Regional horizon as a major knowledge center in the cause of decentralized good governance.

Over the years KILA has emerged as a lead institution for the learning and development of local democracy and decentralization. A wide variety of capacity building programmes are undertaken by KILA, including conducting training, providing technical support through consultancy, organizing consultation workshops, undertaking policy advocacy studies, training supportive research and sharing of



experience related to innovative practices for strengthening democratic governance. The focus of the learning methodology of KILA is to provide opportunities for cross cutting learning and sharing the experiences gathered at the grass root level while striving for participatory development results and people's empowerment. The coverage and scope of capacity building programmes are not restricted to the conventional actors and practitioners of local governments. The programmes of KILA also address the needs and demands of leaders of community-based and voluntary organizations and every one associated with different micro-level democratic institutions at the grass roots level.

The democratic decentralization efforts of Kerala are widely recognized as some of the most successful developmental initiatives towards participatory democracy. As part of the Eleventh Plan, the Government of Kerala has reiterated its commitment to further strengthening the institutionalization process and to making local governments more competent to deliver the goods in response to the demands and choices of the people. The Ministry of Panchayati Raj, Government of India, has initiated steps to disseminate the Kerala model of participatory planning to other states in India. Encouraged by the results of this programme, the Ministry has also incorporated its spirit in all its flagship development schemes.

The programme calendar of KILA for 2009-10 gives details of the strategy and programmes envisaged for the period specified. It is hoped that the learning opportunity provided by KILA will be used by all the functionaries of local governments and their associations within and outside the country.

I would like to thank the chairman and members of both the General Council and Executive Council of KILA, all the members of the faculty team who have been involved in formulating and finalizing the capacity building strategy and programme plan for the year 2009-10. I would also like to thank all the partner organizations and guest faculty members who have been associated in designing and implementing different training programmes. I hope this programme guide will be a valuable tool for the planning and implementation of meaningful capacity building interventions for strengthening local democracy and participatory governance.

Mulamgunnathukavu
25-07-09.

N.Ramakantan
Director



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ABOUT THE INSTITUTE

Kerala Institute of Local Administration (KILA) has been engaged in the capacity building activities for strengthening local governments in Kerala ever since its establishment in 1990. The Institute is supported by the Government of Kerala, as its nodal institution for training, research and consultancy for the Local Self-Government Institutions. The institute engages in different capacity building activities of the local governments and is collectively owned by local governments in Kerala.

KILA was established in on the pattern of a National Institute with the main objective of training, research and consultancy in decentralised governance and administration. With a view to developing it as an institution of excellence, KILA was registered as an autonomous body under the Travancore-Cochin Literary, Scientific and Charitable Societies Act 1955. KILA is the only training institute in India that functions with the sole mandate of promoting decentralised governance and strengthening democracy both in urban and rural areas. On the merit of this, initiatives are being taken to establish KILA as an International Training Centre on local governance and declare it as the SAARC Centre of Excellence in local governance and decentralisation. Functionaries of urban and rural local governments, administrators, policy makers, researchers, academics, students and activists, at the national as well as international level look up to KILA's expertise and models created by it in effective local self governance and sustainable local development.

KILA actively collaborates with many national and international agencies, like Swiss Agency for Development and Co-operation (SDC), United Nations Development Programme (UNDP), UN-HABITAT, and Housing and Urban Development Corporation (HUDCO), with the intention of strengthening local governance and deepening local democracy. KILA also partners with the Sri Lankan Institute of Local Governance, Colombo, Commonwealth Local Government Forum (CLGF), Administrative Staff College of India (ASCI) and All India Institute of Local Self Governments, Mumbai in conducting international courses on decentralised governance and participatory democracy.



The KILA Team

President (General Council)

Sri.Paloli MuhammedKutty

(Hon. Minister, Dept of Local Self Government, Govt. of Kerala)

Chairman (Executive Council)

Sri. S. M. Vijayanand IAS

(Principal Secretary, Dept of Local Self Government, Govt. of Kerala)

Director

Prof. N. Ramakantan

Faculty Members

Dr. Sunny George

Professor (HUDCO Chair)

Dr. M. Retna Raj

Assistant Professor (Panchayati Raj)

Dr. J. B. Rajan

Assistant Professor (Planning Management and Development)

Dr. Abey George

Assistant Professor (Local Administration)

Sri. K. Rajasekharan

Librarian

Dr. K. N. Lelithabhai

Research Assistant

Smt. K. Meera

Library Assistant

Administration

Sri. C.M. Kumaran

Deputy Director, Administration

Sri. K. Damodaran

Deputy Director, Training

Sri. K. Vinod Kumar

Assistant Director

Smt. R. Girijadevi

Accounts Officer

Smt. M. Geetha

Section Officer

Sri. K.K. Babu

C.A. to the Director

Sri. K.P. Unnikrishnan

Clerk

Sri. O.S. Mirash

Computer Programmer



Organisational Structure

General Council

The Institute is governed by a General Council, chaired by the Minister for Local Self Government, Government of Kerala. The Chief Secretary, Government of Kerala is the Vice-President. Members of the General Council comprise of the Joint Secretary, Ministry of Panchayati Raj, Govt. of India; Director, Centre for Panchayati Raj, National Institute of Rural Development (NIRD); President, All India Panchayat Parishad; President, Grama Panchayat Association; President, Block Panchayat Association; President, District Panchayat Presidents' Chamber; Chairman, Municipal Chamber; Chairmen/Mayors of Corporations, Member of Parliament and Member of Legislative Assembly Constituencies.

Executive Council

The management and administration of the Institute is vested with a five member Executive Council, with the Principal Secretary, Local Self Government, Government of Kerala, as Chairman. The Secretary, Dept. of Finance, Govt. of Kerala, the Director of Panchayats, the Director of Urban Affairs and the Director, KILA are the members of the Executive Council. The day-to-day management of the Institute is vested with the Director.

The Committee System

With a view to decentralizing the functioning of KILA and to ensure participation of the faculty members and staff, the following committees are constituted, with representation of the faculty members and officers of KILA.

1. Research Advisory Committee
2. Training Advisory Committee
3. Library Advisory Committee
4. Grievance Redressal Committee
5. Monitoring Committee for Public Works

Objectives

KILA was set up with the objectives of facilitating and accelerating the process of socio-economic development of the state through local self government institutions. As a training and research institute, KILA is committed to the following objectives:

- To undertake various training programmes for elected representatives, officials and other key actors of rural and urban local bodies of Kerala



- To facilitate and strengthen the decentralised planning process and participatory development
- To undertake action-oriented and policy supportive research activities
- To document best practices on local governance for wider dissemination and replication
- To organise seminars, workshops and discussions on different issues related to decentralisation and local governance

Areas of Expertise

Over the years, the Institute has established its expertise in the following core areas :

- Decentralised participatory Planning
- Local Governance and Administration
- Urban Governance and Development
- Local Economic Development and Livelihood Promotion
- Participatory Poverty Management
- Gender and Development
- Development of Marginalised Social Groups
- Natural Resource Management and Watershed Development
- Training Skill Development of Trainers
- HIV/AIDS and related interventions through Local Governments
- Food Security and Sustainable Agriculture Development
- Good Governance and Social Accountability
- Human Development and Sustainable Development

The Guest Faculty Team

In addition to the core faculty members, KILA has a pool of potential resource persons comprising of policy makers, academicians, administrators, researchers and practitioners in the field of decentralised governance and development. There are more than 150 master trainers in different areas for conducting the Training of Trainers (ToT) Programme and institutional training programmes at KILA and over 900 district level trainers for organizing and conducting decentralised training programmes at the district level.

Location

KILA is situated at Mulamkunnathukavu, 11 km north of Thrissur city on the Thrissur-Shornur Road in a picturesque 25 - acre campus. The serene and salubrious atmosphere of the campus amidst the scenic landscape of the surrounding hills provides a congenial atmosphere for learning. The nearest international airport, Cochin (Nedeumbaserry) is 65 kms from KILA. The participants arriving by train can alight at Thrissur railway station. Direct taxi/auto rickshaw and bus services are available to reach KILA campus.



Infrastructural Facilities

Lecture Halls

KILA has excellent training infrastructural facilities. The training block is a three storied building with seven spacious lecture halls and three air-conditioned conference halls with latest audio-visual equipments, such as LCD projector, overhead projector, film projector, slide projector, TV, VCR.

Guest Houses

There are two guest houses in the campus for providing boarding and lodging facilities to the participants. These guesthouses have well-furnished rooms for double/single occupancy with attached toilet and bath to accommodate about 200 participants at a time. The participants of national and international programmes are provided with air-conditioned accommodation.

Multi-purpose Auditorium

KILA has a multi-purpose auditorium that can accommodate 600 persons at a time.

Computer Centre

KILA has a computer centre which houses more than forty computers and is networked with the computers of the Faculty and Administration. The computer lab with shared resources, like color printers, scanners and digital copiers is linked with high speed uninterrupted internet facility for conducting training programmes on e-governance.

Communication Network

Modern communication media, such as Email, Internet, Fax, Telex are installed in the institute to facilitate easy access to any part of the country/world.

Library

KILA library has a collection of over 10,000 books and over 200 journals and periodicals, with focus on decentralisation, local democracy, Panchayati Raj, decentralised planning, poverty alleviation, rural development, urban development, gender in governance, natural resource management etc. Efforts are on the anvil to digitalise the library and to develop



it as a full-fledged information centre on local governance, with state of the art facilities, including computers and internet. With a view to expanding and improving the facilities and making the service more client-friendly, construction of a new library complex has been initiated. The work is in progress and will be completed soon. The development of the Library is facilitated by the Library Committee. Director of KILA is the Chairman of the Committee and the Librarian the Convener.

Recreation

KILA campus is equipped with facilities for indoor as well as outdoor games. There is a multi-purpose auditorium, where participants can play shuttle badminton, table tennis, chess, etc. The hall is also utilized for cultural programmes.

Garden

One of KILA's major attractions is a beautiful campus with sprawling lawns, panoramic views, idyllic gardens with an array of flowering plants. The visitor is greeted by a serene, tranquil and delightful ambience. The well maintained Buddha Park, Green Park, Eden Gardens, Shalimar Baag and Vrindavan Garden have a soothing and soul lifting effect on the inmates. The atmosphere is ideal for morning and evening walk and jogging.

Existing Man Power Support

Sl no	Division	Number of staff
1.	Director	1
2.	Faculty Members	4
3.	Librarian	1
4.	Library Assistant	1
5.	Research Staff	1
6.	Finance Division	2
7.	Training Division	5
8.	Administrative Division (including support staff)	20
9.	Computer Division	1
10.	Technical Staff	6
	Total	42

Major Activities

Collaboration with other Agencies

KILA collaborates with other national and international agencies in active involvement for deepening democracy and strengthening local governance. A large number of training programmes for the elected and official functionaries of Panchayats are conducted with financial support from the Ministries of Panchayat Raj and Rural Development, Government of India. Programme for Poverty Alleviation and Urban Reforms are undertaken with the support of the Ministry of Housing and Poverty Alleviation, and Ministry of Urban Development, Government of India.

KILA collaborates with the Town and Country Planning Department, Government of Kerala to upgrade the capacity of the personnel of the Department in the area of decentralisation and to equip them with modern skills and techniques in the field of Town and Country Planning. KILA also collaborates with the State Institute of Rural Development and Extension Training Centres and the Institute of Management in Government in designing and implementing capacity building programmes for local governments.

Swiss Agency for Development and Co-operation

Swiss Agency for Development and Cooperation (SDC) has extended support to KILA in three phases for Capacity Building for Decentralisation. The collaboration started in 1999, as part of the process of institutionalising decentralisation. The project was titled 'Capacity Building for Decentralisation in Kerala' (CapDeck). The first phase came to an end in March 2003, the second phase came to an end in March 2007, and the third and consolidation phase will come to an end in December 2009. This collaboration substantially helped KILA to develop as a centre of excellence in decentralisation, by establishing a decentralised training system and building strong linkage with the Association of Local Governments. The collaboration continues with the aim of consolidating the learnings of the first two phases and developing KILA as an international institution of excellence.

HUDCO

The Institute has collaboration with HUDCO/HSMI and a Centre for Urban Governance (CUG) is established at KILA to support the capacity building activities for the urban local bodies in Kerala. The CUG conducts training, research, documentation and consultancy for housing and urban development in Kerala.



Administrative Staff College of India (ASCI), Hyderabad

KILA collaborates with ASCI in designing and implementing the certification programme in Urban Governance and Management and in developing a pool of trainers in urban governance. This collaboration is helpful to KILA in enriching its knowledge base and fine-tuning its expertise in the preparation of City Development Plan (CDP).

Sri Lanka Institute of Local Governance (SLILG)

KILA collaborates with the Sri Lanka Institute of Local Governance in conducting international courses in decentralised governance and poverty alleviation. The Dept. of Local and Provincial Government, Govt. of Sri Lanka, has identified KILA as a nodal institute to give training to the elected representatives and officials of Sri Lankan Pradesihya Sabha (rural local bodies) and the Municipal councils in decentralised governance and poverty alleviation.

United Nations Development Programme (UNDP)

KILA is the implementing Institution for the UNDP- MoUD supported programme on 'capacity development for decentralised urban governance'. This pilot programme is being implemented in 4 urban local governments of Kerala, namely Cochin and Thiruvananthapuram Municipal Corporations and Palakkad and Alapuzha Municipalities. The programme focuses on four broad areas: 1. Adoption of National Municipal Accounting Manual 2. Preparation of City Development Plan 3. Implementation of Property Tax Reform 4. Credit Rating of Municipalities. KILA is an active partner of the UNDP Solution Exchange community.

All India Institute of Local Self Governments, Mumbai

KILA collaboration with the All India Institute of Local Self Governments, Mumbai, in carrying out activities, such as:

1. Organising national workshops on Urban Governance and City Development Plan
2. Documentation and dissemination of good practices of urban local self governments
3. Organising national and international training programmes of urban local governments

Information Kerala Mission

KILA collaborates with the Information Kerala Mission (IKM) in carrying out activities for promoting e-governance in the local government system of Kerala. Frequent interactions and periodic meetings are held in this regard. Following are the key areas of collaboration.

1. Computerisation of local governments
2. Training on E-governance for the local governments functionaries
3. Digitalisation of assets of local bodies



4. Tax mapping for urban local governments
5. Development of a Management Information System (MIS) for local planning and
6. Development of software for Double Entry Accounting System of Local Governments.

Kudumbasree Mission

KILA collaborates with Kudumbasree Mission in carrying out activities for strengthening local governance system in Kerala. The key areas of collaboration are the following:

1. Participatory poverty management
2. Strengthening community participation for the formulation and effective implementation of NREGS.
3. Organising women empowerment programmes and gender status studies
4. Livelihood promotion of women's self help groups
5. Documentation and replication of best practices of local self governments

Sakhi Women's Resource Centre

KILA collaborates with Sakhi Women's Resource Centre in conducting gender status studies in the local bodies of Kerala. The basic objective of this programme is to mainstream gender in the decentralisation process by initiating a process of gender budgeting, gender planning and gender auditing. At the initial phase 50 Grama Panchayats from 14 districts of Kerala were identified for this purpose. Handholding support was given to these Grama Panchayats to enable them to prepare gender status report and to plan for gender development more effectively in the Eleventh Five Year Plan.

Documentation and Dissemination of Best Practices

The 10 year experiment of decentralised micro level planning has created a number of local level development innovations. Outstanding achievements have been made across the state in several development sectors, including sanitation, drinking water, housing, people's participation, poverty reduction, local economic development, women empowerment etc. With a view to disseminating the lessons of these experiments to other local governments of Kerala, KILA has initiated a process of identifying and documenting the good practices. It is envisaged that this programme will strengthen and institutionalise the decentralisation process of Kerala and pave the way for "effective, efficient and accessible local self governments".

Publications

The Institute disseminates the outcomes of research and the recommendations arising out of its various training programmes and workshops through a number of publications. In order to meet the training needs of the participants from other Indian states and neighboring countries, KILA has translated several documents into English and other



languages, like Hindi, Tamil and Kannada. With over 200 publications to its credit, KILA is emerging as a leading publisher of literature on local governance in India. The Institute brings out a news letter in Malayalam to share its experience in strengthening local self governance with PRI functionaries as well as the public.

Decentralised Training Programmes

KILA has the mandate of designing and implementing training programmes for the different local body functionaries of Kerala, numbering around 1,50,000. To carry out the mission successfully in a time bound manner, KILA has established a decentralised training system for all the 14 districts of Kerala. While specialised training programmes and the training for the elected functionaries of higher tiers and the higher level officials are conducted at KILA, other programmes are conducted at the district level. KILA has developed more than 900 resource persons for handling district level training programmes.

Research Programmes

Several training and policy support research programmes have been carried out by KILA from time to time. The research programmes of KILA are facilitated by the Research Advisory Committee (RAC). Director of KILA is the Chairman of RAC and Dr. M. Retna Raj the Convenor. Some of the ongoing research programmes are given below:

1. Social Security Measures at Local Governments - An Evaluation Study
2. Performance Evaluation of Jagratha Samithies (Case Study of two Panchayats)
3. A Study on the Impact of ICT on Service Delivery Mechanism of Local Governments
4. Resource Mobilisation under Decentralised Planning - Case Analysis of Selected Local Governments
5. Development Disparity at Panchayat Level In Kerala : A Case Study of Panchayats under Nemom Block in TVM District
6. Social Auditing and Performance Improvement in Local Government- A Post Evaluation Study in Nedumkandam Block Panchayat
7. Participatory Appraisal of Fresh Water Status in Alapad GP, Kollam District, with Focus on Formulation of a Sustainable Development Plan
8. Modelling NRM Planning in a Grama Panchayat : Case of Mulamgunnathukavu Grama Panchayat
9. Evaluation Study on the Programmes by PRIs for Preserving Bharathapuzha
10. Potential of Agri Business Ventures: A Block level Study
11. Assessing the Levels of Livelihood -A Study in Dharmadam village Panchayat of Kannur District, Kerala.
12. Preparation of Rural Infrastructure Report, Vaikom Block, Kottayam Dist.
13. Sustainable Agricultural Development through Decentralized Planning



Consultancy Programmes

KILA undertakes consultancy programmes on local governance and development. Such services are availed of by leading multi-national agencies, UN bodies, Commonwealth Local Government Forum (CLGF), Panchayat and Rural Development Departments of other Indian states, local governments and NGOs.

Training Programmes

Training for all local government functionaries in a continuous and time –bound manner is the basic mission of KILA, aimed at transforming the local bodies into vibrant local self government institutions capable of responding positively to the needs and aspirations of the citizens. The training programmes of KILA are facilitated by the Training Advisory Committee (TAC). Director of KILA is the Chairman of TAC and Dr.J.B. Rajan the Convener.

Capacity Building Under Eleventh Five Year Plan

Around two lakh local government functionaries need to be given training concurrently during the Eleventh Five Year Plan. In view of the large number of functionaries to be trained, training will be conducted at district level and sub - district level. Master trainers will be identified and trained for implementing training programmes at district level. The programmes will be conducted at district and sub-district levels in association with the District Planning Committees and District Training Advisory Committees (TAC). Training for key functionaries of higher tiers of local governments as well as specialised courses will be held at KILA.

Approach to the Training Programmes of KILA in Eleventh Five Year Plan

The training approach of KILA is based on the priorities and strategies set for the Eleventh Five Year Plan, as detailed below:

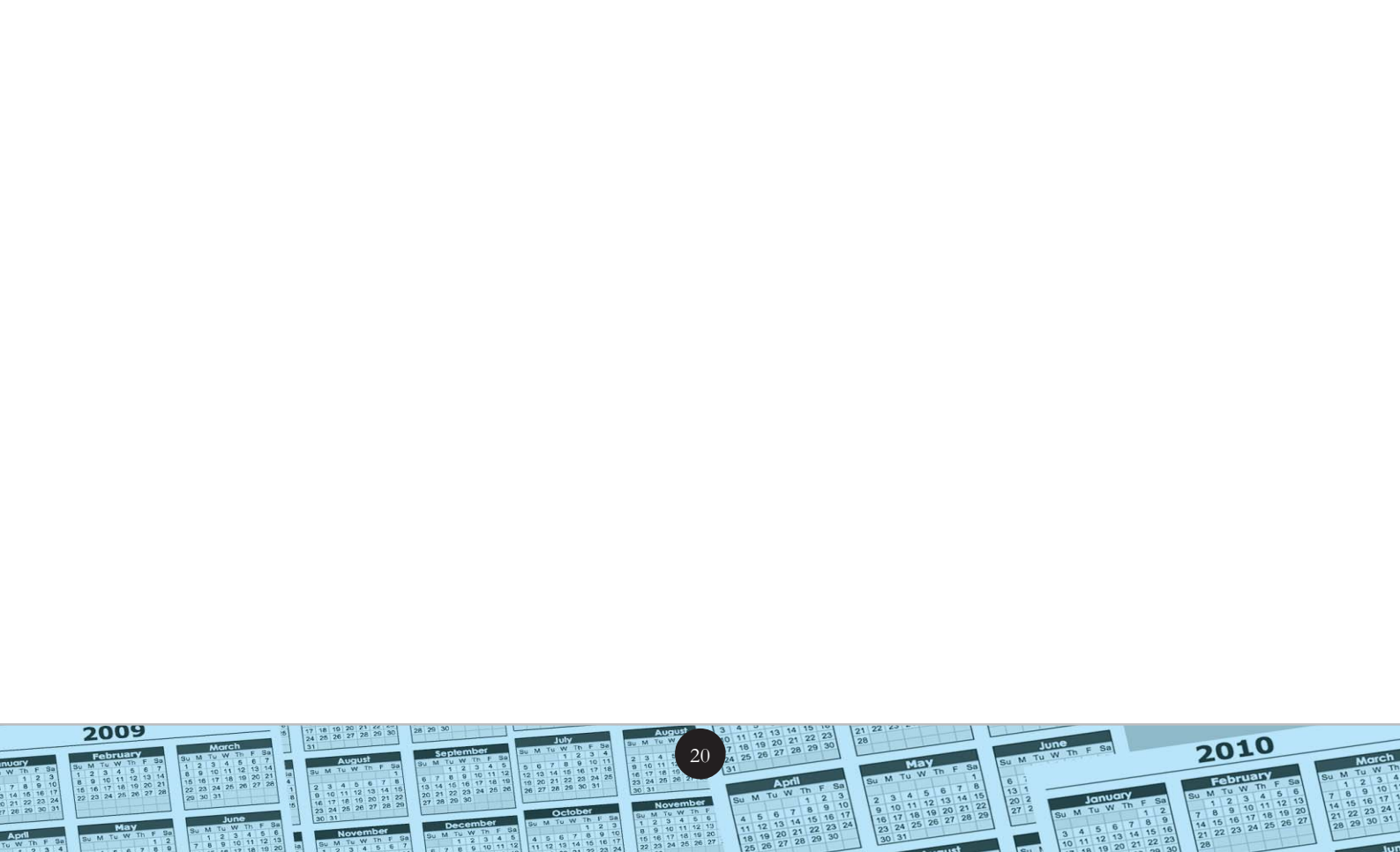
1. Strengthening the productive sector with emphasis on food security
2. Watershed-based development and natural resource management
3. Strengthening District Planning Committees and formulation of consolidated district plan
4. National Rural Employment Guarantee Scheme
5. City Development Plan based on the framework of JNNURM
6. Special focus on the excluded and deprived social sections
7. Effective management of transferred institutions and improving quality of services
8. Poverty reduction and micro-enterprises development through community level organisations
9. Housing and Social Security for the poor
10. Extending gender status studies to all local governments



- 11. Empowerment of Jagratha Samitis and grievance redressal
- 12. E-governance of local governments
- 13. Strengthening good governance and citizen-friendly administration
- 14. Finance Management

The Training Focus

Formulation of watershed development master plans and preparation of local plans with the natural resource management approach is the focus of the Eleventh Five Year Plan. Therefore, in the 2009-10 calendar, utmost emphasis is given to capacity building activities related to watershed development. Empowerment of District Planning Committees to exercise their constitutional mandate of formulating District Plans is another focus of capacity building during this year. Two years of the Eleventh Five Year Plan having elapsed, the focus of training programmes of KILA will be the evaluation of the implementation of local plans during the first two years and facilitation of local governments for taking corrective steps in the coming years. Towards this, the elected representatives, officials, and other functionaries need to be capacitated through sensitisation workshops and continuous training programmes.



PART II

TRAINING PROGRAMMES

1. STATE LEVEL TRAINING PROGRAMMES

a. Core Area: Panchayat Administration and Governance

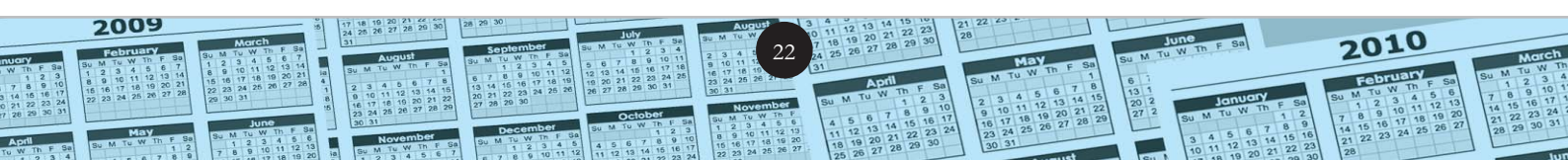
Sl.No	Code	Course Title	Course Director (s)
1.	PAT1	Training Programme on Good Governance and Improving Service Delivery of Panchayats	Dr.Retna Raj
2.	PAT2	Pre- Service Training Programme on Panchayat Administration	K.Vinod Kumar
3.	PAT3	Pre-Service Training Programme on Panchayat Administration	K.Vinod Kumar
4	PAT4	Induction Training on Panchayat Administration	K.Vinod Kumar
5	PAT5	Training Programme on Improving Effectiveness in Office Management of Panchayats	K.Damodaran K.Vinod Kumar
6	PAT6	Certification Programme on Local Governance	K.Vinod Kumar
7	PAT7	Training Programme on Performance Auditing and Performance Improvement of Panchayats	Dr.J.B.Rajan
8	PAT8	Training on Legislative Accountability and Follow up Action on Audit Reports	K.Vinod Kumar
9	PAT9	Management Development Programme on Panchayat Administration	K.Vinod Kumar
10	PAT 10	Training Programme on Front Office Management	K.Vinod Kumar
11	PAT 11	Training in Service Delivery Management	K. Vinod Kumar

b. Core Area: Financial Management

Sl.No	Code	Course Title	Course Director(s)
1.	FMT 1	Induction Training Programme on Accounting of Panchayats	Dr.J.B.Rajan K.Damodaran
2.	FMT 2	Reinforcement Training Programme on Panchayat Accounting	Dr.J.B.Rajan
3.	FMT 3	Training Programme on Budget Formulation and Budgetary Control	Dr.J.B.Rajan

c. Core Area: Decentralized Planning and Local Development

Sl.No	Code	Course Title	Course Director(s)
1.	DPLD 1	Training Programme for District Planning Committee Members	Dr.Retna Raj
2.	DPLD 2	Training Programme for Technical Advisory Group Members in Project Appraisal and Approval	Help Desk
3.	DPLD 3	Training Programme on Data Based and Integrated Strategic Planning for Sustainable Development	Dr. J.B.Rajan
4.	DPLD 4	Training Programme on Sanitation and Solid Waste Management for Working Group Members of Local Governments	Dr.Abey George
5.	DPLD 5	Training on EMS Housing for Working Group Members of Local Governments	Dr. Retna Raj
6.	DPLD 6	Training Programme on Local Economic Development for Working Group Members of Local Governments	Dr. J.B.Rajan
7.	DPLD 7	Training in Data based Planning for selected LSGIs	Dr.J.B.Rajan
8.	DPLD 8	Training in Service Delivery Management for key Panchayat Functionaries	Dr.Retna Raj
9.	DPLD 9	Training Programme on Integrated District Planning for DPC members and District Level Officers	Dr.Retna Raj



10.	DPLD10	Training Programme on Local Planning, Implementation and Monitoring for Help Desk Members	P.M.Balakrishnan K.K.Jose
11.	DPLD11	Training Programme on Human Development Report Preparation	Dr.J.B.Rajan

d. Core Area: Gender and Development

Sl.No	Code	Course Title	Course Director(s)
1.	GDT1	Training Programme for Women Elected Representatives in Gender and Development	Dr.Retna Raj
2.	GDT2	Training Programme on Gender Planning, Budgeting and Auditing	Dr.Retna Raj
3.	GDT3	Training Programme on Gender Status Study and Creating Data Base for Gender Planning	Dr.Retna Raj
4.	GDT4	Training Programme for Monitoring of Vigilance Committee Functioning	Dr.Retna Raj
5.	GDT5	Training Programme on Gender and Development for Working Group Members of Local Governments	Dr.Retna Raj

e. Core Area: Local Economic Development

Sl.No	Code	Course Title	Course Director(s)
1.	LEDT1	Training Programme on Food Security, Livestock and Dairy Development	P.M.Balakrishnan K.K.Jose
2.	LEDT2	Training for Extension Officers in Extension Management Techniques	Dr.J.B.Rajan
3.	LEDT3	Exposure Learning Programme on Innovative Practices in Local Development	Dr.Retna Raj



f. Core Area: Development of Marginalised Communities

Sl.No	Code	Title	Course Director(s)
1.	MCT1	Training on Effective Project Management of SCP Programmes	Dr.Abey George
2.	MCT2	Training on Effective Project Management of TSP Programmes	Dr.Abey George
3.	MCT3	Training for SC/ST Promoters on Effective Facilitation for SC/ST Development	Dr.Abey George
4.	MCT4	Training Programme on SC Habitat Survey and Creating Data Base for SCP Formulation	O.J. John Joseph

g. Core Area : Natural Resource Management and Sustainable Development

Sl.No	Code	Title	Course Director(s)
1.	NRMT1	Training on Preparation of Watershed Master Plans	Dr.Abey George
2.	NRMT2	Bharatapuzha and Kabani River Basin Programme	Dr.Abey George
3.	NRMT3	Convergence of NREGS and Agricultural Development	

h. Core Area: Social Accountability and Local Governance

Sl.No	Code	Title	Course Director(s)
1.	SAT1	Training on Social Auditing for LSGI Functionaries	Dr.Abey George
2.	SAT2	Training Programme for Grama Sabha Facilitators on Effective Conduct of Grama Sabhas	Help Desk

i. Core Area: Urban Governance

Sl.No	Code	Title	Course Director(s)
1.	UGT1	Training on Urban Governance Reforms for ULB functionaries	Dr.Sunny George
2.	UGT2	Training on Resource Mobilization and Finance Management for the Ministerial Staff of Urban Local Governments	Dr.Sunny George



3.	UGT3	Training for Development Standing Committees in Urban development	Dr.Sunny George
4.	UGT4	Training for Welfare Standing Committees in Urban Welfare	Dr.Sunny George
5.	UGT5	Training on City Development Plan Formulation for ULB Functionaries	Dr.Sunny George
6.	UGT6	Training on Property Tax Reforms to ULB Functionaries	Dr.Sunny George
7.	UGT7	Training on Effective Office Management for ULB Officials	Dr.Sunny George
8.	UGT8	Training on Double Entry Accounting system for ULB Accounting Officials	Dr.Sunny George
9.	UGT9	Training for Municipal Engineers on Public Works Management	Dr.Sunny George
10.	UGT10	Training on Town and Country Planning and improvement of Master Plans	Dr.Sunny George
11.	UGT11	Training on Gender and Development for Women Elected Representatives of ULBs	Dr.Sunny George
12.	UGT12	Training on JNNURM and Urban Administration for HUDCO officials	Dr.Sunny George
13.	UGT13	Training on Plan Formulation of Urban Local Governments	Dr. Sunny George
14.	UGT14	Training for Ward Sabha Facilitators	Dr. Sunny George
15.	UGT15	Training on Detailed Project Report Preparation for Urban Development Projects	Dr. Sunny George

j. Core Area: Development of Instructional Skills of Trainers

Sl.No	Code	Title	Course Director(s)
1.	ToT1	Trainers Training Programme on Preparation of Watershed Master Plans	Dr.Abey George
2.	ToT2	Trainers Training Programme on Preparation of River Basin Plans	Dr.Abey George



3.	ToT3	Trainers Training Programme on Training Skill Development and Participatory Training Methodology	Dr.J.B.Rajan
4.	ToT4	Trainers Training Programme on Gender and Development	Dr.Retna Raj
5.	ToT5	ToT in Panchayat Administration for KILA Extension Faculty Members	K. Vinod Kumar
6.	ToT6	ToT in Gender Status Study for KILA Extension Faculty Members	Dr.Retna Raj
7.	ToT7	Trainer Training Programme on Urban Governance and Development	Dr.Sunny George

k. Core Area : HIV/AIDS

Sl.No	Code	Title	Course Director(s)
1.	HIV1	Induction Training for Newly Recruited Staff	Dr.RetnaRaj Sri.Suresh babu
2.	HIV2	Training on the Management of Sexually Transmitted Diseases	Dr.RetnaRaj Sri.Suresh babu
3.	HIV3	Induction Training for ANM	Dr.RetnaRaj Sri.Suresh babu
4.	HIV4	Training on Project Management	Dr.RetnaRaj Sri.Suresh babu
5.	HI5V	Project Component-wise Training – Refresher Course	Dr.RetnaRaj Sri.Suresh babu
6.	HIV6	Development of Counseling Skills	Dr.RetnaRaj Sri.Suresh babu
7.	HIV7	Community Mentors Development Programme	Dr.RetnaRaj Sri.Suresh babu
8.	HIV8	Organizational Governance and Management–for CBOs	Dr.RetnaRaj Sri.Suresh babu
9.	HIV9	Improving Facilitation Skills	Dr.RetnaRaj Sri.Suresh babu
10.	HIV10	Dialogue-Based Interpersonal Communication	Dr.RetnaRaj Sri.Suresh babu

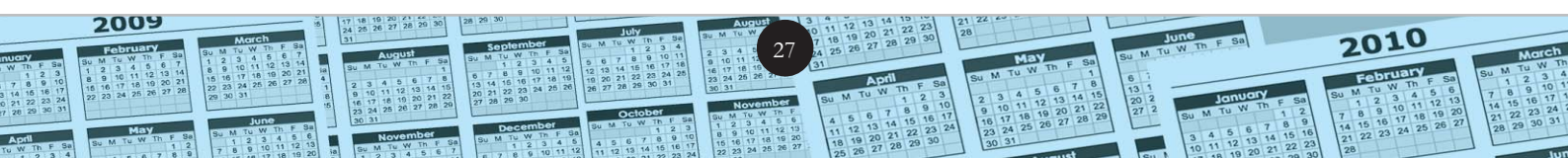


II. DISTRICT LEVEL TRAININGS

Sl.No	Code	Title	Course Director(s)
1.	DWG	Training Programme for Working Groups of Local Governments on Project Formulation	Help Desk
2.	DTAG	Training Programme for Technical Advisory Groups on Project Appraisal and Approval	Help Desk
3.	DLC	Training Programme for the members of Managing Committees, Welfare Committees, PTAs, Hospital Development Committees of LSGIs	Help Desk
4.	DNREG	NREGs - Experiential Learning Series	Help Desk
5.	DPI	Training Programme on Plan Implementation and Monitoring	Help Desk
6.	DDD	Training Programme on Livestock and Dairy Development	Help Desk
7.	DGS	Training Programme for Grama Sabha Facilitators	Help Desk
8.	DHD	Training Programme for Help Desk Members	Help Desk
9.	DWSMP	Training Programme on Watershed Master Plan Preparation	Help Desk
10.	DSHP	Training Programme on EMS Social Housing Scheme	Help Desk

III. NATIONAL LEVEL TRAINING PROGRAMMES

Sl.No	Code	Title	Course Director(s)
1.	NT1	Training Programme on Decentralized Participatory Planning and Strategy for Poverty Alleviation	Dr. Retna Raj
2.	NT2	Advanced Training in Participatory Planning and Monitoring and Social Audit for State Level Policy Makers, Administrators and Elected Representatives from different states	Dr. J. B. Rajan



3.	NT3	Exposure Training Programme on Kerala's Experience in Planning, Implementation and Monitoring of NREGS	Dr.Abey George
4.	NT4	Advanced Training in Participatory Planning and Local Governance	Dr. J. B. Rajan

IV. INTERNATIONAL TRAINING PROGRAMMES

Sl.No	Code	Title	Course Director(s)
1.	INT1	Training Programme on Participatory Democracy and Local Governance : Experience of Kerala	Dr. Retna Raj

V. STATELEVEL CONSULTATION WORKSHOPS

Sl.No	Code	Title	Course Director(s)
1.	SWS1	Gender and Local Development – Policy Options for Local Level Planning and Development	Dr. Retna Raj
2.	SWS2	Natural Resource Management and Food Security – Challenges and Options	Dr.Abey George
3.	SWS3	Live Stock and Dairy Management and Local Economic Development – Exploring Potential for Livelihood Promotion of the Poor	Dr. J.B.Rajan
4.	SWS4	Good Governance and Local Government Reforms- Policy Framework for Service Delivery Effectiveness	K. Vinod Kumar
5.	SWS5	Human Development of SC/ST Communities and Local Planning	Dr . Abey George



VI. NATIONAL LEVEL CONSULTATION WORKSHOPS

Sl.No	Code	Title	Course Director(s)
1.	NWS1	Regional Workshop on "Decentralization and Local Governance in India: The Way Forward"	Dr.Sunny George-Bihar Dr.Abey George-Chennai Dr.J.B.Rajan - Assam Dr.M.Retna Raj- Pune
2.	NWS2	Community Participation and Social Accountability in Planning and Implementation of NREGS	Dr.Abey George
3.	NWS3	Change Management in Panchayat Administration and Governance	K. Vinod Kumar
4.	NWS4	Gender Planning and Gender Budgeting - Kerala Experience of Gender and Development	Dr.M.Retna Raj
5.	NWS5	Natural resource Management and Food Security – Challenges and Options	Dr.Abey George

VII. INTERNATIONAL WORKSHOPS FOR SHARING EXPERIENCE OF DECENTRALIZATION IN SOUTH ASIA

Sl.No	Code	Title	Course Director(s)
1.	INWS1	International Workshop on "Decentralization and Local Governance in India: The Way Forward" for the South Asian Region	Dr.Sunny George- Over all co-ordination Dr.Abey George- Nepal Dr.J.B.Rajan - Bangladesh Dr.M.Retnaraj - Sri Lanka
2.	INWS2	International Workshop on Community Participation and Social Accountability in Poverty Alleviation Programmes	Dr.Retna Raj



PART II

TRAINING DESIGNS

I. STATE LEVEL TRAINING PROGRAMMES

PAT 1. Panchayat Administration and Local Governance

1	Program Title	Training Programme on Good Governance and Improving Service Delivery of Panchayats
2	Target Group	Presidents, Standing Committee Chairpersons, Secretaries and other Officers of Various Service Delivery Institutions
3	Rationale	Improving the quality of governance at the local level and delivering services effectively and efficiently is one of the key objectives of Eleventh Five Year Plan. Local Governments have to prepare good governance plan and make the local government system more deliverable and citizen-friendly. This training programme aims to address the capacity gaps that exist among the key functionaries of local governments in preparing and implementing good governance plans and making local governments more deliverable and responsive to the demands of citizens.
4	Objectives	<ol style="list-style-type: none"> 1. To explain the concept and basic principles of decentralization and good governance 2. To comprehend clearly the importance of transparency, accountability, participation, responsiveness and citizen-friendliness in local governance 3. To develop skills to prepare and update the 'Citizen Charter' and provide effective delivery of services based on it. 4. To explain the importance of citizen's rights and to establish systems for ensuring "Right to Information" and grievance redressal 5. To enhance the capacity of the participants to manage effective service delivery and monitor the quality of various service delivery institutions
5	Content	<ul style="list-style-type: none"> ● Democratic Decentralization and Transformation of Local Governments ● Principles of Good Governance and Instruments of Ensuring Good Governance ● Improving the Quality of Service Delivery Systems of Local Governments and Enhancing Performance ● Benchmarking of Service Quality and Instruments for Performance Measurement



		<ul style="list-style-type: none"> E-Governance and Systems of Transparency in Local Governance Citizen's Rights and Grievance Reddressal Systems of Local Governments Right to Information, Citizen Charter and its Operationalization Case Study Presentations of Innovative Developmental Experiences Action Plan for Strategic Changes in Governance and Service Delivery Improvement
6	Methodology	<ul style="list-style-type: none"> Interactive Lecture Case Study Presentations Guided Reading Group Discussion Role Play
7	Duration	3 Days
8	Expected Outcomes	<ul style="list-style-type: none"> Better conceptual understanding of the principles and practices of democratic decentralization and good governance Improved quality of delivery of services and citizen-friendliness in local governance Better systems for transparency and accountability and continuous efforts for performance improvement Greater participation, ownership and trust of people in local governments

PAT 2. Pre-Service Training for Grama Panchayat Secretaries

1	Program Title	Pre-Service Training for Newly Recruited Grama Panchayat Secretaries
2	Target Group	Newly recruited Grama Panchayat secretaries
3	Rationale	As the Chief Executive Officers of Grama Panchayats, the secretaries are required to play a most critical role in its proper functioning. Every year new batches of secretaries are posted and placed in Panchayats. The newly recruited secretaries are raw hands as far as the Panchayats are concerned. They have to exercise enormous statutory and developmental powers. They need to be thoroughly oriented and capacitated to effectively perform their functions and duties and to manage the Panchayat affairs in response to the changing needs of the day.
4	Objectives	<ol style="list-style-type: none"> To familiarize the new recruits with all the important aspects of Panchayat administration, local governance and development To comprehend the various statutory powers and responsibilities of the Panchayats To develop the requisite capacity for managing office administration



		<ol style="list-style-type: none"> 4. To orient them to meet the changing demands of work and improved performance 5. To promote the development of appropriate attitude and skills for playing the roles of the Chief Executive Officer and other duties and responsibilities
5	Content	<ul style="list-style-type: none"> ● Democratic Decentralization and Reforms in Local Governance ● Panchayat Administration and Relevant Legal Provisions ● Financial Management of Panchayats ● Statutory Duties and Responsibilities of Panchayats ● Decentralized Participatory Planning ● Office Management and Effective Service Delivery ● Development Schemes and Welfare Pensions ● Social Welfare and Security Schemes ● Maintenance and Up keeping of Assets ● Service Delivery Improvement and Managing Performance ● Personnel Management ● Gender and Development ● The PRI system in Kerala-Related Institutions and Departments ● Roles and Responsibilities of the Secretary ● Conduct of Panchayat Meetings ● Functioning of Various Committees ● Management of Transferred institutions
6	Methodology	<ul style="list-style-type: none"> ● Interactive Lecture ● Group Discussion ● Practical Exercise ● Guided Reading ● Field Visit ● Exposure visit (one week theoretical inputs will be alternated with one week field work)
7	Duration	One Month
8	Expected Outcomes	<ul style="list-style-type: none"> ● Empowered Chief Executive Officers and improved management of the Panchayat system ● Better and comprehensive understanding leads to effective and efficient operationalization of both the mandatory and developmental responsibilities of Panchayats ● Deep grasp of the theoretical and the practical aspects of Panchayat Raj Institutions in Kerala ● Development of positive attitude, mindset and motivation for providing leadership to change the Panchayats ● Development of practical skills for functioning as successful secretaries ● Creation of competent leadership and responsive panchayats ● Transformation of the Panchayats into democratic and accountable local governments responsive to the demands of citizens



PAT3. Pre-Service Training for Grama Panchayat Office Staff

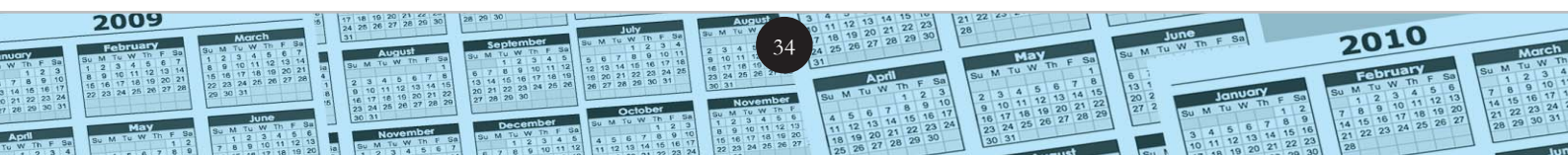
1	Program Title	Pre-Service Training for Grama Panchayat Office Staff
2	Target Group	Newly recruited clerks of Panchayats
3	Rationale	The staff strength of Panchayats is steadily growing, corresponding to the devolution of powers and responsibilities, as part of decentralization. New recruits to the Panchayat office need to be sensitized and capacitated to effectively perform their functions and duties in the changing context of decentralization.
4	Objectives	<ol style="list-style-type: none"> 1. To develop better understanding on the Panchayat Raj system in Kerala and the legal framework of local governance in Kerala 2. To develop requisite knowledge and understanding on the functions and powers of Panchayats and their statutory responsibilities 3. To facilitate the development of proper knowledge, attitude and skills required for effectively serving the Panchayats 4. To enable the participants to perform well in their roles and responsibilities and to provide better services to citizens 5. To develop the capacity to manage the funds and financial responsibilities of Panchayats
5	Content	<ul style="list-style-type: none"> ● Transforming the system and process of local governance and development in the changing era of decentralization ● The 73rd Constitutional Amendment and the Kerala Panchayat Raj Act and Rules ● Statutory powers of Panchayats and allied Acts ● Democratic decentralization and transformation of local governments in Kerala ● The PRI system in Kerala and the management of transferred institutions ● Roles and responsibilities of each category of staff and job chart ● Committee system of Panchayats and democratic rights of elected representatives ● Team building and better interface between elected representatives and the staff ● Office administration and service rules in Panchayats ● Financial Management of Panchayats ● Decentralised participatory planning and managing local development ● Systems of accountability, transparency and participation in local governance
6	Methodology	<ul style="list-style-type: none"> ● Interactive Presentation ● Group Discussion ● Guided Reading ● Role play ● Exposure visit



7	Duration	10 days
8	Expected Outcomes	<ul style="list-style-type: none"> ● Increased understanding of the legal framework of the local government system in India and Kerala ● Better clarity on the systems and practices of local governance ● Improved commitment to democratic principles and values in local governance ● Better familiarity with office procedures and rules ● Increased clarity on the roles and responsibilities of each category of staff and elected representatives ● Increased motivation to make the local governments more democratic, accountable and responsive to the needs of the people ● Development of team spirit and better interface between elected representatives and officials

PAT4. Induction Training Programme for Grama Panchayat Officials

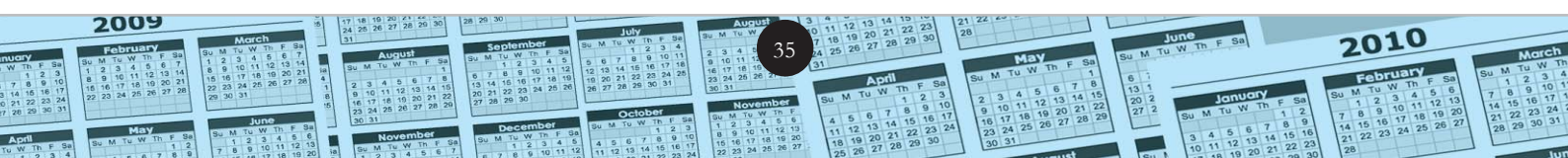
1	Program Title	Induction Training Programme for Grama Panchayat Officials
2	Target Group	Panchayat officials, including the Secretary
3	Rationale	The newly recruited Panchayat staff need to have a thorough understanding of the Panchayat administration and governance system. An induction training will help the newly recruited staff to develop clear understanding and capability for effectively serving the Panchayats.
4	Objectives	<ol style="list-style-type: none"> 1. To enable the participants to develop a sound understanding of the functioning of the Panchayats 2. To promote the development of proper perspective and positive attitude for serving the Panchayats 3. To facilitate the development of appropriate skills among the participants for effective performance of Panchayats
5	Content	<ul style="list-style-type: none"> ● Local governance and people-centered development administration ● Democratic local governments and accountability to the people ● Kerala Panchayat Raj Act and the legal foundations for democratic governance ● Powers and functions of Panchayats ● Roles and responsibilities of Panchayat officials ● Roles and responsibilities of officials transferred to local bodies ● Management of transferred institutions ● Leadership skills for a developmental change agent ● Office management and efficient delivery of services by Panchayats ● Resource mobilisation by local governments ● Formulation and implementation of development projects



		<ul style="list-style-type: none"> ● Store purchase rules and procurement ● Preparation of budget and budgetary control ● Panchayat accounting and auditing
6	Methodology	<ul style="list-style-type: none"> ● Interactive Lecture ● Case presentations ● Guided reading ● Group discussion ● Group exercise ● Role play
7	Duration	5 Days
8	Expected Outcomes	<ul style="list-style-type: none"> ● Increased clarity on the concepts and practices of democratic local governance and better understanding on the nature, purpose, processes and methods of Panchayat administration ● Development of proper perspective and positive attitude for serving the Panchayats effectively and efficiently ● Effective performance of officials with appropriate skills and functional capacity

PAT5. Training on Office Management of Panchayats

1	Program Title	Training on Office Management of Panchayats
2	Target Group	Secretaries and staff of Panchayats, Staff of Panchayat Directorate and DDP ADP office
3	Rationale	Efficient office management is an essential prerequisite for effective delivery of services. The quality of the Panchayat office management is a reflection of the quality of Panchayat governance. Democratic decentralization demands citizen-centric and citizen-friendly governance. Quality office management will no doubt enhance the quality of governance and service delivery.
4	Objectives	<ol style="list-style-type: none"> 1. To facilitate the development of better understanding on the basic principles of good governance and efficient office management 2. To facilitate the development of requisite skills for improving the service delivery of Panchayats 3. To develop positive attitudes and behavior of the participants for serving the citizens with utmost dedication
5	Content	<ul style="list-style-type: none"> ● Democratic decentralization and good governance: basic principles ● Change management and transformation of Panchayats ● E-Governance and effective delivery of services ● Citizen Charter and performance improvement of Panchayats ● Improving main office management and efficient file keeping and record maintenance ● Front office management and service delivery improvement ● Total Quality Management and citizen- friendliness
6	Methodology	<ul style="list-style-type: none"> ● Interactive Lecture ● Case Study Analysis



		<ul style="list-style-type: none"> ● Group Exercise ● Group Discussion
7	Duration	4 Days
8	Expected Outcomes	<ul style="list-style-type: none"> ● Improved efficiency in Panchayat office administration and effective office management ● Development of positive attitudes and soft skills for improving the quality of services ● Increased public trust and citizen-friendliness in Panchayats

PAT6. Certification Programme for Panchayat Officials

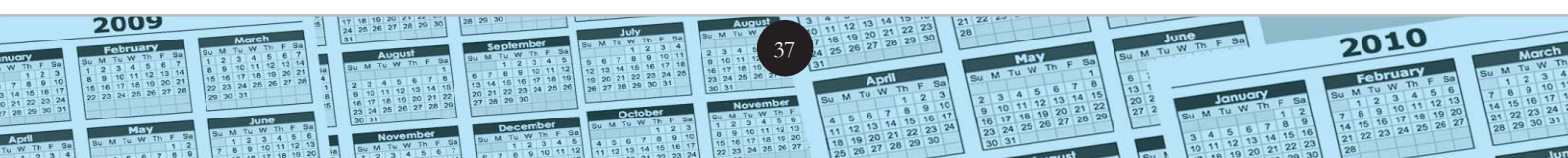
1	Program Title	Certification Programme for Panchayat Officials
2	Target Group	Officials of Grama Panchayats
3	Rationale	Grama Panchayat officials have a significant role to play in the smooth and effective functioning of Panchayat administration and local governance. Decentralization demands a team of effective administrators capable of delivering at the local level. Panchayats are at the epicenter of local development. A comprehensive and standardized certificate course will serve to enhance their enduring capacity. It will also help to develop a pool of experts at the local level and make use of them as an asset for conducting the capacity building programmes at the district level.
4	Objectives	<ol style="list-style-type: none"> 1. To develop a core team of highly knowledgeable, skilled and committed personnel in the Panchayat department 2. To inculcate professionalism in the officials of Panchayats and make use of them as resource team for the capacity building activities of KILA
5	Content	<ul style="list-style-type: none"> ● Decentralization and transformation of local governments ● Decentralization and developmental local governments ● The new vision and strategy for local development ● Decentralization and local governance : Constitutional provisions and legal framework in India ● Local government system in Kerala and efforts at decentralization ● Democratic decentralization and reforming of local governments in Kerala ● Management skills for local governance ● Personnel management and human resource development ● Front office management ● Leadership for change ● Effective review and reporting systems ● Budgeting principles and formulation of performance budget for local governments ● Strategy for resource mobilization and forging financial partnership with the community ● Moderation techniques and effective conduct of meetings



		<ul style="list-style-type: none"> ● Group dynamics and team building ● Communication and effective interpersonal skill development ● Time management and effective job performance ● Multi-stakeholder dialogue and consultation ● Management Information System and E- Panchayats ● Stress management and creative leadership ● Good governance and enhancing quality of service delivery ● ICT for participatory development ● Project management for local level development
6	Methodology	<ul style="list-style-type: none"> ● Interactive Lecture ● Case presentations ● Guided reading ● Group discussion ● Group Exercise ● Role play ● Field visits ● Coaching ● Distance learning
7	Duration	30 Days
8	Expected Outcomes	<ul style="list-style-type: none"> ● Increased availability of a pool of experts with improved knowledge, motivation and skills. ● Improved presence of a team of Panchayat officials and make use of them as Help Desk team for trouble shooting and doubt clearance.

PAT 7. Training Programme on Performance Auditing of Local Governments

1	Program Title	Training on Performance Auditing of Local Governments
2	Target Group	Members of Performance Audit Team of Local Governments
3	Rationale	In continuation of the democratic decentralization process initiated in Kerala, a Performance Audit Wing has been constituted to monitor the performance of Local Governments and facilitate their improved performance. However, the approach of the Performance Auditors in their work has been more destructive than constructive. Preliminary training in audit management was conducted during the previous year. Follow-up trainings are required to maintain and enhance the quality of their work. Moreover, a new team of performance audit officials are to be placed every year by promotion or transfer.
4	Objectives	<ol style="list-style-type: none"> 1. To equip the performance audit team with knowledge and skill for conducting internal auditing and facilitate local governments to take corrective measures for better performance 2. To enable the participants to improve the quality of performance auditing so as to improve the performance of local governments



		<p>3. To enable the participants to set auditing standards and to make use of performance audit tools in their work</p> <p>4. To enhance the capacity of the participants to assist local governments for performance measurement and performance improvement.</p>
5	Content	<ul style="list-style-type: none"> Decentralization and performance improvement of local governments Tools for measuring and benchmarking of performance of local governments Scope and importance of performance auditing Process and procedures of performance auditing Measuring democratic performance and maintaining accountability Drafting and scrutiny of audit reports Rules related to local administration and decentralized planning New trends in auditing and performance improvement
6	Methodology	<ul style="list-style-type: none"> Interactive Lecture Content Analysis Group Exercise Tutorial Support and Coaching Case Analysis
7	Duration	3 Days
8	Expected Outcomes	<ul style="list-style-type: none"> Improved understanding of the nature and purpose of performance audit and its significance in performance improvement of local governments Enhanced capacity and development of positive attitude and behavior among the members of the performance audit team

PAT8. Training Programme on Legislative Accountability and Follow-up Action on Audit Reports

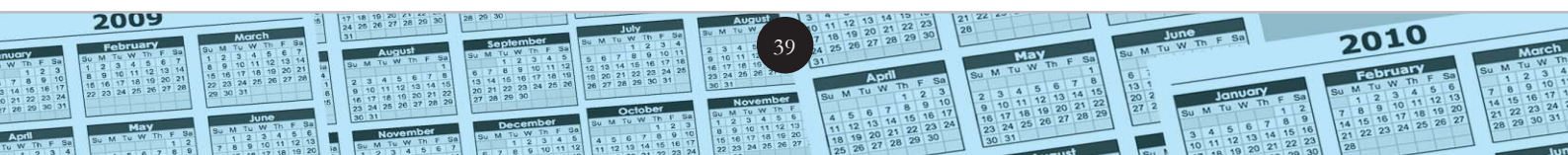
1	Program Title	Training Programme on Follow-up Action on Audit Reports
2	Target Group	Officials of Local Governments
3	Rationale	<p>There is a growing tendency of adverse audit queries on the lapses in performing the mandatory and developmental responsibilities of local governments, for which the Secretaries/Implementing Officers are answerable and accountable. The Secretaries and Implementing Officers will have to observe the legal stipulations and comply with rules issued by the Government. They have to show strong commitment to the rule of law and through careful administration they should be able to reduce the audit queries and respond to the queries properly. The Secretaries have the responsibility to place the audit report before the Council and initiate meetings of concerned committees and officers for responding to the queries and preparing notes on the same. The local governments are also accountable to the Legislature and the Legislative</p>



		Committee on Local Funds. Hence, there is a need to train the Secretaries for taking appropriate and prompt action on audit queries and reports and to draft the reply with utmost responsibility.
4	Target Group	Secretaries of LSGIs and Officers Transferred to Local Governments
5	Objectives	<ol style="list-style-type: none"> 1. To enable the participants for better understanding of the importance of upward accountability, particularly, legislative accountability 2. To enable the participants to comply with the rules and reduce audit queries, respond effectively to audit queries and take timely and appropriate action on the audit queries 3. To enable the secretaries and transferred officers to develop requisite skills for preparing reply to audit queries and establish the honesty and rationale of decisions and actions taken by local governments 4. To enhance accountability and responsiveness of local governments in public spending and decision making
6	Content	<ul style="list-style-type: none"> • Financial decentralization and legislative accountability • Roles and responsibilities of Local Fund Accounts Committee of the legislature • Systems of accountability, responsiveness and efficiency in public spending • Different types of audit queries, notes and reports • Scrutiny of audit queries • Managing audit queries and reply to audit reports
7	Methodology	<ul style="list-style-type: none"> • Interactive Lecture • Group Exercise • Case Analysis
8	Duration	2 Days
9	Expected Outcomes	<ul style="list-style-type: none"> • Increased understanding and insights on the principle of the rule of law and its practice in local governance • Improved capacity to comply with the rules and orders of the Government and avoid audit queries through improved management of financial administration • Improved understanding of the importance of taking appropriate and prompt action on the audit queries • Better insights on the manner and procedures of appropriately responding to audit queries and establish the credibility of the LSGIs in public spending

PAT9. Management Development Programme on Panchayat Administration and Governance

1	Program Title	Management Development Programme on Panchayat Administration and Governance
2	Target group	Key Elected Functionaries, like Presidents and Standing Committee Chairpersons and Key officials, such as Secretaries and Junior Superintendents of Panchayats and Senior Officials



3	Rationale	The capacity of the key functionaries of Panchayats will have to be enhanced continuously by reinforcing their existing knowledge base and perception level. The local government system is steadily getting transformed with new system and procedures. The key functionaries are to be properly equipped with knowledge on the new initiatives of Government of India and Government of Kerala in their efforts to strengthen the Panchayati Raj system.
4	Objectives	<ol style="list-style-type: none"> 1. To enable the key functionaries of Panchayats to develop their capacity to manage the administration and governance efficiently and effectively 2. To facilitate the development of skills of the participants for effectively managing the mandatory and developmental responsibilities of Panchayats 3. To enhance the capacity of the participants to conduct meetings and moderate discussions fruitfully and meaningfully
5	Content	<ul style="list-style-type: none"> ● Effective leadership for working towards deliverable objectives and achieving professionalism in local governance ● Conduct of conferences and meetings and improving presentation skills ● Right to Information and Disposal of appeals under RTI Act ● Citizen's Charter and Front Office management ● Disciplinary procedures and litigation measures ● Civil registration ● Efficiency in office management and service delivery ● Time management and improving organizational efficiency and performance
6	Methodology	<ul style="list-style-type: none"> ● Interactive Presentation ● Group Discussion ● Group Exercise ● Case Study Presentation
7	Duration	3 Days
8	Expected Outcomes	<ul style="list-style-type: none"> ● Enhanced knowledge on the statutory and developmental responsibilities of Panchayats ● Improved efficiency in front office management and enhanced quality in service delivery ● Improved skills of key functionaries of Panchayats for the management of individual and organizational responsibilities

PAT10.Training in Front-office Management

1	Program Title	Training Programme on Front-office Management in Panchayats
2	Target Group	Elected Heads, Standing Committee Chairpersons, Elected Representatives and Officials of Panchayats
3	Rationale	The Panchayats in Kerala are in a state of transition and have become the hub of development and service delivery after the



		<p>successful implementation of democratic decentralization measures. Efficient delivery of services and making the Panchayats citizen-friendly is the urgent need of the day to maintain public trust. Quite a large number of people are visiting the Panchayat office for getting different services, such as licences, permits, tax remittance, pensions etc. These services have to be provided by the Panchayats, based on certain criteria. The fundamental rights of the citizens are to be protected according to the Citizen Charter published by the Panchayats. With a view to ensuring transparency, efficiency, responsiveness and citizen-friendliness, a new initiative called ‘Panchayat Front Office Management’ has been initiated in Kerala.</p>
4	Objectives	<ol style="list-style-type: none"> 1. To change the attitude and behavior of officials of Panchayats and to make them supportive and friendly to citizens 2. To enhance the capacity of the Panchayat staff for effective delivery of services 3. To capacitate the elected key functionaries of Panchayats for serving the public with a quality consciousness and protecting the democratic rights 4. To capacitate the Panchayats for providing basic amenities, including waiting room, citizen facilitation counter, public toilets, drinking water etc. in the Panchayat office
5	Content	<ul style="list-style-type: none"> ● Decentralization and Transformation of Local Governments ● Citizen-centric services and citizen-friendliness ● Front Office Management system and Service Delivery Improvement ● Establishment of Basic Amenities and Infrastructure Facilities ● Citizen’s Charter and Performance Improvement ● Quality Service Delivery Policy and Benchmarking of Services ● E-Governance and ICT Application in Panchayats ● Performance Monitoring and Citizen Score Card
6	Methodology	<ul style="list-style-type: none"> ● Interactive Lecture ● Case Study ● Group Discussion ● Group Exercise ● Strategic Action Planning
7	Duration	3 Days
8	Expected Outcomes	<ul style="list-style-type: none"> ● Improved public trust in Panchayats, which have become citizen friendly ● Increased level of transparency and accountability of the Panchayats staff ● Improved efficiency of the staff and change in their behavior and attitude towards the public ● Principled delivery of services and improved citizen satisfaction



PAT 11. Training in Service Delivery Management for Key Panchayat Functionaries

1	Program Title	Training in Service Delivery Management for Key Panchayat Functionaries
2	Target Group	Key Panchayat Functionaries
3	Rationale	Decentralization has significantly changed the traditional role of local governments and today local governments are the most important service provider at the grass roots level. The effectiveness of decentralization can be measured in the standard and quality of delivery of services. The administrative decentralization in Kerala has resulted in transferring all the cutting edge level officials and administrative units to local governments. Local governments face a lot of issues with regard to managing these institutions and the services.
4	Objectives	<ol style="list-style-type: none"> 1. To simulate the development of improved understanding on the role of the key Panchayat functionaries in improving the quality of services 2. To enhance the level of knowledge and motivation of the participants for better service delivery 3. To help the participants develop skills for improved service delivery management in the institutions transferred to local governments 4. To help develop skills for benchmarking the quality of services and establishing monitoring system for performance assessment.
5	Content	<ul style="list-style-type: none"> ● Decentralization and Enhancing Quality of Service delivery ● The changing role of Local Government as a Service Provider and as a Facilitator ● Management of Transferred Institutions and Enhancing Quality of Services ● Benchmarking the Minimum Standards for Services and Quality Policy of Local Governments ● Right-Based Service Delivery and Formulation and Issuing of Citizens' Charter ● Citizen Inclusiveness for Service Delivery ● Sharing of Best Practices ● Tools for Measuring Service Delivery ● Targeting for Service Delivery ● Service Delivery Management by Local Governments ● Service Delivery Policy for Local Governments ● Data Base Creation for Service Delivery Effectiveness
6	Methodology	<ul style="list-style-type: none"> ● Interactive Lecture ● Case Study Presentations ● Guided Reading ● Group Discussion ● Group Exercise
7	Duration	4 Days



8	Expected Outcomes	<ul style="list-style-type: none"> ● Increased understanding of the concept of decentralization and service delivery improvement of local governments ● Increased clarity on the need for improving the quality of service delivery, based on the right-based approach ● Development of motivation and skills for improved service delivery and continuous improvement in the service delivery of different institutions
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b. FINANCIAL MANAGEMENT

FMT1. Induction Training for Accountants of Panchayats

1	Title of the Training	Induction Training for Accountants of Panchayats
2	Target Group	Newly recruited accountants of Panchayats
3	Rationale	<p>Kerala is in the fore-front of financial devolution and local governments get a sizeable portion of the state plan outlay as development fund. Despite fiscal decentralization and devolution of substantial funds to the local bodies, there is no separate accounting wing and cadre to manage the accounts effectively. To resolve this issue, the State Government, has committed itself to establish a separate accounting wing in the Panchayats and place a cadre of accountants as part of its commitment to strengthen the financial management of local governments. The newly created accounting wing is expected to ensure efficient and effective accounting system and practices. Moreover, the Government of Kerala took the decision to introduce double entry accrual-based accounting in the Panchayats too. Therefore, there is need for capacity building programs to ensure the effective functioning of the newly formed accounting wing.</p>
4	Objectives	<ol style="list-style-type: none"> 1. To develop a clear understanding on the importance of financial accountability and accrual accounting system in Panchayats 2. To enlighten the participants on the spirit and rules of the new accounting system 3. To develop thorough knowledge on the statutory accounting rules and codes of the Panchayats 4. To develop requisite accounting skills in the newly recruited accountants of Panchayats 5. To enable the new accountants to maintain accounts efficiently and effectively following the new rules and ensure financial accountability.
5	Content	<ul style="list-style-type: none"> ● Fundamentals of finance management and accounting ● Systems and practices of accrual accounting ● Accounting rules – an overview ● Maintaining accounting records and registers ● Statutory accounting codes and rules



		<ul style="list-style-type: none"> ● Statutory auditing and preparation of audit Reply ● Computer software and its application in accounting ● Preparation of balance sheet and other reports
6	Methodology	<ul style="list-style-type: none"> ● Interactive Lecture ● Group Exercise ● Guided Reading ● Coaching and Tutorial Work ● Computer Lab-based Practice
7	Duration	10 Days
8	Expected Outcomes	<ul style="list-style-type: none"> ● Increased efficiency in the maintenance of accounts and other financial management operations ● Presence of a strong cadre of accountants, who maintain accounts updated and correctly ● Enhanced transparency and accountability in the financial management of Panchayats ● Development of a pool of professional accounting personnel at the local level, with thorough understanding of the letter and spirit of the new accounting system ● Development of a proficient team of accountants having practical skills in accounting ● Improved skills for operating and maintaining the accrual accounting software and preparing the balance sheet in time

FMT2. Reinforcement Training on Panchayat Accounting

1	Program Title	Reinforcement Training on Panchayat Accounting
2	Target Group	Secretary, Junior Superintendent, UDCs, LDCs and Accountants
3	Rationale	The 11 th Five Year Plan envisages institutionalization of decentralization and local governance. Accordingly, introduction of new systems, such as the new Accounts Rules and computerization are in place. The Panchayats are expected to follow the new Accrual-Based Double Entry Accounts Rules. There is also a proposal to design a new software in tune with the Accounts Rules. In this context, it is important to train the staff of the Panchayats in the new accounting system.
4	Objectives	<ol style="list-style-type: none"> 1. To familiarize the participants with the new Double Entry Accrual Accounting System and Rules 2. To equip the participants with skills for using the new accounting software for preparing the accounts 3. To develop the requisite skills of the participants in preparing the balance sheet and submitting it to the concerned committees for taking decisions related to financial management
5	Content	<ul style="list-style-type: none"> ● Efficiency in Financial Management and Accountability in Local Governments



		<ul style="list-style-type: none"> ● Accrual-Based Double Entry Accounting and New Accounting Rules ● Accounts Formats and Statutory Codes ● Accounting Practices and Preparation of Balance Sheet ● Computer Software and its Application in Panchayat Accounting
6	Methodology	<ul style="list-style-type: none"> ● Interactive Lecture ● Group Exercise ● Coaching and Tutorial ● Computer Application
7	Duration	3 Days
8	Expected Outcomes	<ul style="list-style-type: none"> ● Improved understanding of and familiarization with the new accrual-based accounting procedures and practices ● Enhanced efficiency in preparing statement of accounts and balance sheet ● Facility in using computer software for Panchayat accounting

FMT3. Training on Budget Formulation and Budgetary Control

1	Program Title	Training in Budget Formulation and Budgetary Control for Panchayat Officials
2	Target Group	Presidents, Vice Presidents, and Secretaries
3	Rationale	Budget provides overall direction on the sources and application of funds. Realistic budgeting is necessary for proper financial planning. The budgets formulated by LSGIs are not realistic and hence utilization is not fruitful. Capacitating the local government functionaries in budget formulation and budgetary control is a decisive step towards ensuring improved financial management of the LSGIs.
4	Objectives	<ol style="list-style-type: none"> 1. To enable the participants to formulate budget keeping in view the principles of finance management 2. To capacitate the participants to exercise effective budgetary control
5	Content	<ul style="list-style-type: none"> ● Principles of finance management ● Principles of budgeting ● Preparation of budget note and budget speech ● Budget formulation ● Budget control mechanism ● Participatory budgeting ● Gender Budgeting
6	Methodology	<ul style="list-style-type: none"> ● Interactive Lecture ● Practical Work ● Case Analysis
7	Duration	3 days
8	Expected Outcomes	<ul style="list-style-type: none"> ● Development of proper understanding and perspective regarding budget formulation and budgetary control in LSGIs ● Development of skills related to improved budgeting



c. DECENTRALISED PLANNING AND LOCAL DEVELOPMENT

DPLD1. Training for DPC Members in Local Plan Formulation, Implementation and Monitoring

1	Program Title	Training for DPC Members in Local Plan Formulation, Implementation and Monitoring
2	Target Group	District Planning Committee Members
3	Rationale	DPC members play a crucial role in improving the quality of local planning. DPC has to prepare a perspective plan for the district. Training programs will enable DPC members to facilitate and guide the local governments in each district to carry out local development projects, combining economic development with social justice.
4	Objectives	<ol style="list-style-type: none"> 1. To facilitate internalization of the Constitutional mandate of DPCs in the local level planning process 2. To help develop skills for the formulation of district plans 3. To facilitate the development of skills for developing monitoring tools and designing follow-up activities
5	Content	<ul style="list-style-type: none"> • Roles and responsibilities of DPC members • Developmental priorities of 11th Five Year Plan • District plan perspective • Spatial planning • Measures for ensuring effective functioning of DPC • Approval of plans and projects • Monitoring and evaluation of plan implementation
6	Methodology	<ul style="list-style-type: none"> • Interactive Lecture • Case presentations • Guided reading • Group discussion
7	Duration of the Training	2 Days
8	Expected Outcomes	<ul style="list-style-type: none"> • Development of comprehensive understanding of the roles and responsibilities of the DPC members • Development of proper attitude • Development of skills related to the discharge of the responsibilities of DPC members, with focus on planning

DPLD 2. Training on Project Appraisal, Approval and Monitoring

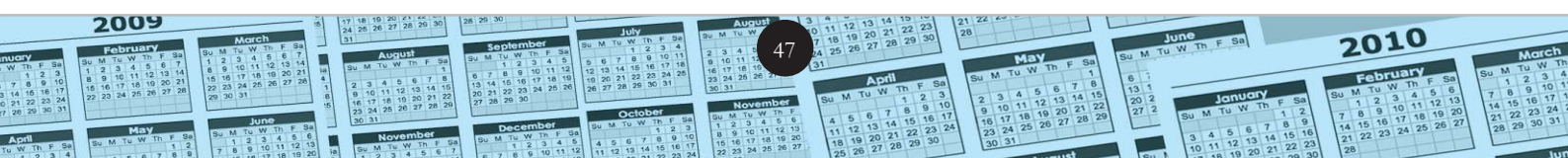
1	Program Title	Training for Technical Advisory Group Members on Project Monitoring and Appraisal
2	Target Group	State Level, District Level and Block Level TAG Members
3	Rationale	Technical Advisory Groups (TAG) is one of the innovative institutional arrangements for participatory planning. The service



		of official and retired experts can be effectively used by local governments through this institutional mechanism. The important task of the TAGs is to help the local governments to improve the quality of plan and projects. With the introduction of the new Management and Information System (MIS) for plan formulation and implementation, the scope of TAGs have been considerably enlarged. TAG has been constituted for the vetting of projects prepared by different tiers of local self-government. The TAG members need periodic training to upgrade their knowledge and skills.
4	Objectives	<ol style="list-style-type: none"> 1. To up-date the knowledge and understanding of TAG members on local plan formulation and to familiarize them with the latest systems and procedures 2. To facilitate the enhancement of knowledge and skills for appraisal of development projects prepared by local governments 3. To create positive and facilitative attitude in the TAG members towards the planning process of local governments 4. To equip the TAG members with skills for preparing the appraisal report for the DPC and simplify the process of approval of the plans of local governments 5. To improve the quality of projects with the support of TAG members
5	Content	<ul style="list-style-type: none"> ● Development vision, focus and priorities of the 11th Five Year Plan ● Norms and guidelines for project formulation ● Introduction of the MIS for plan formulation ● Introduction of tools and techniques for plan appraisal and approval ● Preparation of TAG report for DPC approval
6	Methodology	<ul style="list-style-type: none"> ● Interactive Presentation ● Group Discussion ● Group Exercise ● Content Analysis
7	Duration	3 Days
8	Expected Outcomes	<ul style="list-style-type: none"> ● Improved conceptual clarity and level of understanding of appraisal and report preparation ● Enhanced skills in project evaluation and project management ● Development of positive attitude and facilitative environment towards local governments ● Improved quality of projects prepared by local governments with the support of TAG members

DPLD 3. Training Programme on Formulation of Integrated Strategic Plans

1	Program Title	Training on Integrated Strategic Planning for LSGI functionaries
2	Target Group	The Presidents/Chairpersons, Development Standing Committee Chairpersons, Conveners of Working Groups, Plan Clerks and Help Desk Member of local governments



3	Rationale	<p>The sustainability of local planning demands strategic vision and data-based development decision making, with the participation of all stakeholders. Often the local governments prepare plans haphazardly and without proper development vision and long-term strategy. The plans often lack integration among various sectors. This has been leading to duplication and wastage of scarce resources. The planners at the local level should have holistic and strategic vision and integrated approach for ensuring sustainable development and positive results.</p>
4	Objectives	<ol style="list-style-type: none"> 1. To equip the participants with knowledge and skills for setting the vision and long-term strategy for sustainable development 2. To help the participants to identify the resources available and mobilize those resources for local development 3. To enhance the skills of the participants for identifying the development gaps and prioritization 4. To help the participants in data collection and benchmarking of the development standards 5. To improve the capacity of the participants to prepare plans, with focus on sustainable development
5	Content	<ul style="list-style-type: none"> ● Participatory Planning and its Sustainability ● Concept and approach of setting a strategic vision for development ● Management of natural resources and sustainable development ● Social inclusion and inclusive development ● Situational analysis and data driven planning ● Identification of developmental gaps and setting developmental priorities ● Benchmarking of developmental targets and performance monitoring ● Preparation of strategic plans and detailed project preparation ● Project management and strategic planning ● Participatory evaluation and monitoring
6	Methodology	<ul style="list-style-type: none"> ● Interactive Presentation ● Group Discussion ● Group Exercise ● Case study Analysis ● Role Play
7	Duration	5 Days
8	Expected Outcomes	<ul style="list-style-type: none"> ● Improved conceptual clarity of the participants on integrated strategic planning ● Enhanced capacity of the participants for information and data driven planning ● Emergence of new models of integrated strategic planning for local development ● Improved ownership of different stakeholders in the management of natural resources and social inclusion



DPLD 4. Training Programme on Sanitation and Solid Waste Management

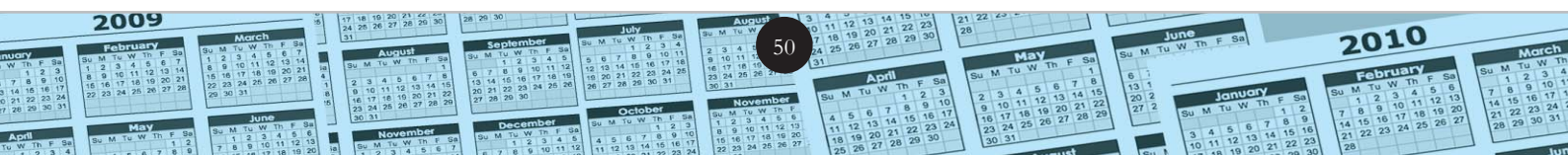
1.	Program Title	Training Programme on Sanitation and Solid Waste Management for Public Health Functionaries of Local Governments
2.	Target Group	Welfare Standing Committee/ Public Health and Education Standing Committee Chairpersons, Health Officers/ Health Inspectors and Community Based Organization Activists/ Voluntary Workers of Local Governments
3.	Rationale	Sanitation and solid waste management are major developmental challenges faced by local governments throughout the state. Growing urbanization and the resultant consumption modes have aggravated the situation . Though a large number of Panachayats in the state have been recipients of the National Nirmal Gram Puraskar for outstanding performance in sanitation, formidable are the challenges and tasks ahead for maintaining and improving the sanitation status. The urbanized panchayats and the urban local bodies are badly deficient in the matter of institutional capacity for managing solid waste. Social sanitation is another major challenge. Well designed capacity building initiatives in this critical area are expected to produce significant impact on the development of the state by making the state more livable.
4.	Objectives	<ol style="list-style-type: none"> 1. To enable the participants to develop a comprehensive understanding on the challenges as well as opportunities in the area of efficient sanitation and solid waste management 2. To develop a clear understanding on the mandatory obligation of providing sanitation facilities and effective management of solid waste 3. To enable the participants to develop skills for effectively addressing the issues of rural sanitation and solid waste management
5.	Content	<ul style="list-style-type: none"> ● Healthy and livable environment and sustainable local development ● Sanitation and drinking water : Priorities in 11th Five Year Plan and the role of local self government institutions ● Status report ● Understanding the project guidelines and formats ● Introduction of replicable models ● Development of project concepts for viable solutions ● Central assistance and fund mobilization for resolving the problem of solid waste management ● Community participation in improving sanitation through enlightened solid waste management ● Role of voluntary and civil society organizations
6.	Methodology	<ul style="list-style-type: none"> ● Interactive Lecture ● Experience Sharing ● Group Discussion ● Case study Presentation ● Video show on Best Practices



7.	Duration	3 Days
8.	Expected outcomes	<ul style="list-style-type: none"> ● Informed and clear perspective on rural sanitation and solid waste management and the role of local governments ● Improved understanding on the mandatory obligation of local governments in managing solid waste ● Enhanced clarity on the methods and techniques for ensuring sustainable environmental sanitation

DPLD 5. Training Programme on EMS Social Housing Scheme

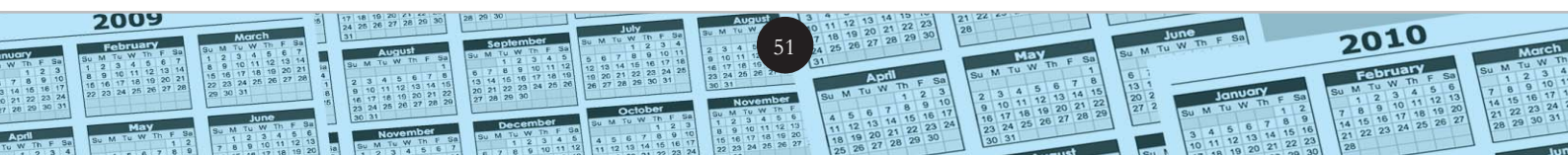
1	Program Title	Training Programme on Planning and Implementation of EMS Housing Scheme
2	Target Group	Presidents/ Chairpersons , Working Group Members of Social Security and Housing Sector and Resource Team of local governments
3	Rationale	As part of Eleventh Five Year Plan, Government of Kerala has launched a massive pro-poor social housing scheme, titled 'EMS Housing' for all the houseless and landless people of the state. The local governments are entrusted with the task of designing and implementing the programme with community participation. The local governments will have to provide facilitative support to the beneficiaries during the entire period of construction of the houses in different ways: extension support in technical matters, procurement of building materials, credit support and even providing support for choosing the most appropriate design from multiple options. Effective implementation of EMS housing program will help the local government in the time-bound achievement of the target. Govt. of Kerala has issued orders in this regard. Training will help the beneficiaries to effectively implement the program.
4	Objectives	<ol style="list-style-type: none"> 1. To enable the local government functionaries to develop a holistic perspective on EMS Housing Scheme 2. To promote the development of skills for effective implementation of the EMS Housing Scheme
5	Content	<ul style="list-style-type: none"> ● Local governments and housing sector ● Review of housing programs by local governments ● EMS Housing Scheme ● Planning and implementation of EMS Housing Scheme ● Preparation of implementation plan
6	Methodology	<ul style="list-style-type: none"> ● Interactive Lecture ● Case presentations ● Guided reading ● Group discussion
7	Duration	3 Days
8	Expected Outcomes	<ul style="list-style-type: none"> ● Clear and deeper understanding of the issues of housing and habitat development with a pro-poor perspective



	<ul style="list-style-type: none"> ● Increased awareness on the different components and supportive systems of the EMS Housing Scheme ● Enhanced motivation to effectively implement the EMS Housing Scheme and achieve quality in social and economic development of the poor and the deprived
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DPLD 6. Training Programme on Decentralization and Local Economic Development

1	Program Title	Training on Decentralization and Local Economic Development
2	Target Group	Chairmen/ Chairpersons, Conveners and members of the Working Groups on Local Economic Development
3	Rationale	Local economic development is one of the core objectives of decentralized local planning. There is enormous scope for generating employment and livelihood opportunities for the poor people in this sector. A sizable section of the rural poor depend on small scale and petty manufacturing sectors in our state and there is potential for value addition in agricultural produces. This is possible only if the planners and implementers are thorough with the issues of local economic development. Enhancing the capacity of the members of the working groups for local economic development is bound to speed up the economic development of Kerala.
4	Objectives	<ol style="list-style-type: none"> 1. To help the participants to identify the potential of local economic development opportunities in local planning 2. To promote proper understanding of the factors contributing to local economic development 3. To build the capacity of the participants to formulate realistic plans for local economic development
5	Content	<ul style="list-style-type: none"> ● Decentralization, development and local governance ● Local economic development, generation of employment opportunities and strengthening primary production sectors ● Value addition and opportunities for petty production sectors ● Factors contributing to local economic development ● Preparation of participatory micro-plans for livelihood promotion for the poor
6	Methodology	<ul style="list-style-type: none"> ● Presentation ● Group Discussion ● Case Study Analysis ● Group Exercise
7	Duration	3 Days
8	Expected Outcomes	<ul style="list-style-type: none"> ● Improved conceptual clarity on issues related to local economic development ● Improved capacity for micro-plan preparation ● Enhanced opportunity for the poor people for securing their livelihood ● Improved opportunities for generation of employment opportunities



DPLD 7. Training Programme on Data-Based Planning and Development

1	Program Title	Training on Data-Based Strategic Local Planning
2	Target Group	Presidents, Chairpersons of Standing Committees, Secretary, Working Group Chairpersons/Conveners of selected Panchayats
3	Rationale	The shift from rhetoric to concrete approach in decentralized planning during 11 th Plan emphasizes data-based planning. Data-based planning will ensure objectivity and quality in local planning and development. Hence, there is a need for capacitating the local governments for the creation of data-bases and strategic local planning.
4	Objectives	<ol style="list-style-type: none"> 1. To capacitate the participants to create databases for development decision making and local planning 2. To enable them to develop skills for formulating data-based plans 3. To help them develop the capacity for interpreting data and making use of information for development planning
5	Content	<ul style="list-style-type: none"> ● Significance of data-based planning ● Different data sources available at local level and data collection ● Vision-setting for local development ● Analysis of the present status and situation ● Schema for database ● Mechanism for database ● Local Level Data Base creation through community participation ● Interpretation of data and data-supported development decision making
6	Methodology	<ul style="list-style-type: none"> ● Interactive Lecture ● Group Discussion ● Case Study ● Group Exercise
7	Duration	3 Days
8	Expected Outcomes	<ul style="list-style-type: none"> ● Development of clear understanding on the need and importance of data-based planning ● Development of skill for preparing data-base and data-based planning ● Development of a new approach on information based and data-supported local planning

DPLD 8. Training on Service Delivery Management for Local Governments

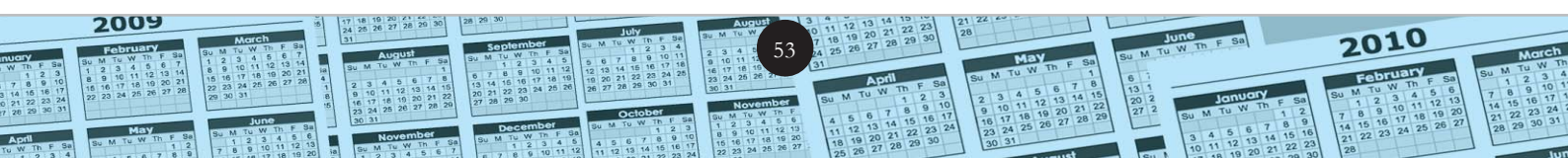
1	Program Title	Training on Service Delivery Management for Key Functionaries of Local Governments
2	Target group	Presidents/ Chairpersons, Standing Committee Chairpersons, Officers Transferred from Different Line Departments to Local Governments



3	Rationale	Democratic decentralization ushered in a new era of development- oriented local governments in Kerala and service delivery is their prime function. Equipping the key functionaries of local governments with knowledge and skills for better service delivery management will result in improved performance of local governments.
4	Objectives	<ol style="list-style-type: none"> 1. To create adequate knowledge of participants about the role of development-oriented local governments and their service delivery function 2. To equip the participants with proper understanding and perspective on improving the service delivery 3. To help develop skills for improved service delivery and for monitoring the performance of local governments 4. To promote proper understanding of the importance of community participation in service delivery
5	Content	<ul style="list-style-type: none"> • Decentralization and development-oriented local governments • Right-based service delivery • Functions, roles and responsibilities of local government functionaries in ensuring citizen-friendly service delivery • Bench marking of service delivery and performance monitoring- Innovations in service delivery of local governments • Planning of action for service delivery improvement
6	Methodology	<ul style="list-style-type: none"> • Interactive Presentation • Group Discussion • Case Study Presentation • Group work • Action Planning
7	Duration	3 Days
8	Expected outcomes	<ul style="list-style-type: none"> • Increased clarity on right-based service delivery • Development of positive attitude and skills for improved service delivery • Improved public trust in local governments and community participation in service delivery improvement

DPLD 9. Training Programme on Integrated District Development Plan Formulation

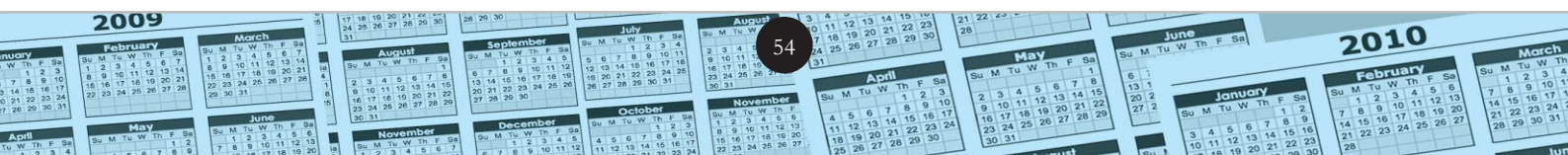
1	Program Title	Training on Integrated District Development Plan Formulation
2	Target group	DPC Members, District Officers of Line Departments and Members of District Level Technical Advisory Groups
3	Rationale	Kerala has the experience of formulation and implementation of local plans by local governments. The responsibility of consolidating and preparing the district plan is vested in the District Planning Committee. It is the role of the DPC Members and District Officers to ensure integration of plans at the district



		level. Periodic training inputs will serve to enhance their capacity and ensure quality of the district plans.
4	Objectives	<ol style="list-style-type: none"> To facilitate the development of a sound methodology of integrated district planning To develop capacity for setting the vision for district development and identifying the development gaps To help develop skills for preparing integrated district plans
5	Content	<ul style="list-style-type: none"> District development plan formulation and role of DPCs Identification of district development gaps and plan priorities Setting the strategic district development vision Data collection and analysis of the development situation in different sectors Development of district development strategy and development priorities Formulation of consolidated district plan
6	Methodology	<ul style="list-style-type: none"> Interactive Presentation Group Discussion Group Exercise Action Planning
7	Duration	3 Days
8	Expected outcomes	<ul style="list-style-type: none"> Improved confidence of the DPC members in the formulation of district plan Improved clarity on the norms and priorities of integrated district plan Development of skills for formulating integrated district plans

DPLD 10. Training on Participatory Local Planning and Monitoring

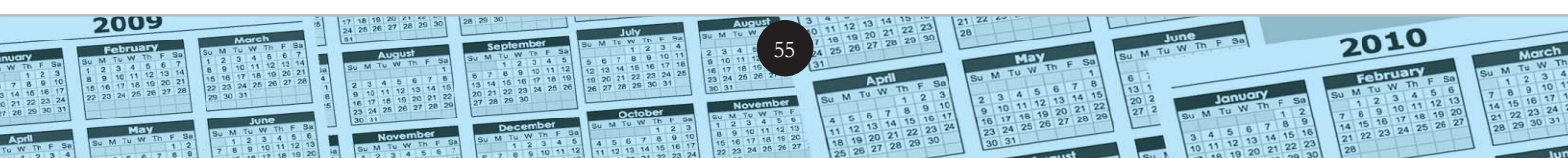
1	Program Title	Training in Local Planning and Monitoring for Help Desk Members
2	Target group	Help Desk Members of Local Governments
3	Rationale	<p>A noteworthy feature of the participatory planning method followed in Kerala is the innovation of participatory institutional structures at the local level for assisting the local governments in the planning process. During the Ninth Five Year Plan the service of a vast army of voluntary activists put their expertise at the service of the LSGs. Their main function was facilitation of the People's Planning Campaign. The Government of Kerala has decided to revive the People's Planning during the Eleventh Plan. In tune with the Govt. policy, the Help Desk system at the state and district levels has been activated and are functioning since July 2007. Additionally, the Help Line services have been extended to the local level planning by placing a trained voluntary expert at the service of the local government. The capacity of the Help Desk Members for the formulation, implementation and monitoring of local plans needs to be upgraded.</p>



4	Objectives	<ol style="list-style-type: none"> To up-grade the capacity of the Help Desk members for facilitation in local planning To facilitate the development of necessary knowledge and skills in local planning To help the Help Desk team members in developing effective facilitation and moderation skills for coordinating different actors involved in local planning
5	Content	<ul style="list-style-type: none"> Development priorities in decentralized planning Flagship development programmes Plan implementation and monitoring Documentation of innovative development practices Strengthening democratic accountability and social auditing
6	Methodology	<ul style="list-style-type: none"> Interactive Presentation Group Discussion Group Exercise
7	Duration	2 Days
8	Expected Outcomes	<ul style="list-style-type: none"> Enhanced facilitation skills for coordination and programme steering Improved conceptual clarity on local planning and implementation Effective team building between elected representatives and staff of local governments

DPLD 11 -Training Programme on Human Development Report Preparation

1	Program Title	Training Programme on Human Development Report Preparation
2	Target group	District Planning Committee Members, District Level Officers, Presidents of Local Governments and Resource Persons
3	Rationale	The shift from GDP to HD approach in development planning is gaining momentum. In this context, local development also needs a shift from GDP approach to HD approach, so that real human resource development is possible through decentralized planning. Planning, based on the principles of social equity and social justice requires data on human resource. Preparation of Human Development Report significantly contributes to the formulation of local plans.
4	Objectives	<ol style="list-style-type: none"> To help deepen the understanding of the participants on the importance of creating a scientific data base on the human resources of the district To enable the participants to analyze the status of human resource development across different social sectors, with focus on the marginalized groups To develop the requisite skills for preparing the HDR of the district
5	Content	<ul style="list-style-type: none"> The paradigm shift in development- from GDP to HD



		<ul style="list-style-type: none"> • Limitations of GDP approach in development • Millennium Development Goals and Human Development • Methodology for preparing the Human Development Report • HDI, GDI computations • HDDR initiative
6	Methodology	<ul style="list-style-type: none"> • Interactive Presentation • Case Studies • Group Exercise • Computer Application
7	Duration	3 Days
8	Expected Outcomes	<ul style="list-style-type: none"> • Participants gain new insights on human development approach in local development • Improved knowledge and skills for preparation of HDR and use of data for local planning • Greater use of HDR data for the planning of marginalized social groups

d. GENDER AND DEVELOPMENT

GDT1. Training Programme on Gender in Development

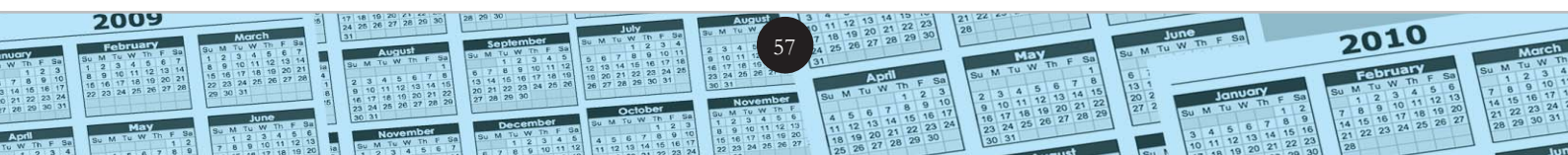
1	Program Title	Training for Elected Representatives on Gender in Development
2	Target Group	Elected representatives of Panchayats
3	Rationale	Addressing the issue of gender giving special emphasis to gender dimensions of development was a feature of the decentralized planning process of Kerala. It is not just a matter of implementing development projects and schemes beneficial for women. These should also be imbued with gender perspective and sensibility. The elected representatives need to develop proper gender perspective and sensibility, so that they can play leadership roles in ensuring that development is gender-balanced.
4	Objectives	<ol style="list-style-type: none"> 1. To facilitate the development of gender perspective and gender sensibility among the participants 2. To enable the participants to develop appropriate skills for playing leadership roles in promoting gender-balanced local development
5	Content	<ul style="list-style-type: none"> • Social construct of gender issues and its historical perspective • Gender analysis of development projects • Need for promoting gender-balanced local development • WCP and its role in gender mainstreaming • Leadership role of elected representatives in promoting gender-sensitive local development
6	Methodology	<ul style="list-style-type: none"> • Interactive Presentation • Group Discussion



		<ul style="list-style-type: none"> ● Case Study Analysis ● Role play
7	Duration	2 Days
8	Expected Outcomes	<ul style="list-style-type: none"> ● Improved clarity on gender dimensions of local development ● Enhanced motivation to work for gender-balanced local development ● Development of leadership skills for local planning and development, ensuring gender balance

GDT2. Training Programme on Gender Planning, Budgeting and Auditing

1	Program Title	Training in Gender Planning, Budgeting and Auditing for LSGI Functionaries
2	Target Group	Welfare Standing Committee Chairpersons, Conveners of Women Development Working Groups, Women Elected Members and Voluntary Activists
3	Rationale	Promoting gender equity demands deliberative intervention in planning, budgeting and auditing of projects. The key LSGI functionaries need to be sensitized and empowered on the concept, process and procedures of gender planning, gender budgeting and gender auditing. Gender planning and gender budgeting will ensure that adequate resources are earmarked for the development of women.
4	Objectives	<ol style="list-style-type: none"> 1. To help the participants to develop proper conceptual understanding of the framework for incorporating gender values in planning, budgeting and auditing of local governments 2. To help the participants in assessing the current practice of budgeting and allocation of resources against the principle of gender-balanced development 3. To promote the development of skills for gender planning, gender budgeting and gender auditing
5	Content	<ul style="list-style-type: none"> ● Gender in development and gender justice and equity ● Gender planning, gender budgeting and gender auditing ● Vigilance Committee (Jagrataha Samithy) as an institutional system for gender justice ● Roles and responsibilities of local governments in gender planning, budgeting and auditing ● Process, tools and techniques of gender planning, gender budgeting and gender auditing
6	Methodology	<ul style="list-style-type: none"> ● Interactive Presentation ● Brainstorming ● Group Discussion ● Group Exercise ● Action Planning



7	Duration	3 Days
8	Expected Outcomes	<ul style="list-style-type: none"> ● Enhanced conceptual clarity on gender planning, gender budgeting and gender auditing ● Facilitative support of a team for preparing gender planning, gender budgeting and gender auditing ● Increased allocation of resources for women- centric development ● Empowered group of women who are well-versed in gender planning, gender budgeting and gender auditing

GDT3. Training Programme on Gender Status Study and Gender Planning

1	Program Title	Training in Gender Status Study for LSGI Functionaries
2	Target Group	Members of Resource Support Team constituted by local governments, consisting of elected representatives, officials and voluntary activists
3	Rationale	One of the aims of decentralization is ensuring gender balance and equity in all development activities. Ten percent of the total plan fund is ear-marked for women-centric development projects, formulation of which presupposes adequate knowledge about gender issues on the part of those who are involved in the planning process at the local level. In order to prepare gender-specific plans, the socio economic status of women should be clearly analyzed. The LSGIs should undertake gender status study and make realistic assessment of the existing situation. The key LSGI functionaries should be properly enlightened on the scope, methods and tools of conducting gender status study.
4	Objectives	<ol style="list-style-type: none"> 1. To facilitate the development of a clear conceptual framework for conducting gender status study 2. To acquire knowledge and understanding of the tools and techniques of gender status study 3. To promote the development of skills for designing and conducting gender status study
5	Content	<ul style="list-style-type: none"> ● Concept of gender and development issues of women ● Socio-economic status of women in Kerala ● Gender status study and analysis of gender situation in Kerala ● Methodology, tools and process of the study ● Data collection and analysis of gender status ● Preparation of gender status report
6	Methodology	<ul style="list-style-type: none"> ● Interactive Presentation ● Group Discussion ● Brainstorming ● Role Play ● Case Study Analysis



7	Duration	2 Days
8	Expected Outcomes	<ul style="list-style-type: none"> ● Clarity on the concept of gender and gender equity ● Development of a participatory methodology for gender status study ● Development of skills related to designing, conducting and reporting gender status study

GDT4. Training Programme on Monitoring of Jagratha Samithy Functioning

1	Program Title	Training Programme on Monitoring of Jagratha Samithy Functioning
2	Target Group	Conveners and members of Jagratha Samithi (Vigilance Committee)
3	Rationale	Jagratha Samithy is an innovative institutional set up for safeguarding the security of women and girl children and promoting gender equity. To ensure its effective functioning, a monitoring software has been developed. The Jagratha Samithy members and LSGI officials need to be trained in the use of this software and effective monitoring of the institution of Jagratha Samithy.
4	Objectives	<ol style="list-style-type: none"> 1. To familiarize the participants with the application of the software for monitoring the Jagratha Samithis 2. To develop the requisite skills for preparing reports regarding the functioning of Jagratha Samithis
5	Content	<ul style="list-style-type: none"> ● Scope and importance of the monitoring system of Jagratha Samithy ● Software application and introduction of the operational procedures ● Generation of monitoring reports ● Activating district level Jagratha Samithy
6	Methodology	<ul style="list-style-type: none"> ● Interactive Presentation ● Group Discussion ● Practical Exercise ● Coaching and Tutorial
7	Duration	2 Days
8	Expected Outcomes	<ul style="list-style-type: none"> ● Conceptual clarity on the advantages of the monitoring system for Jagratha Samithy monitoring ● Effective coordination between district level Jagratha Samithes and grass root level Jagratha Samithies ● Development of requisite skills for using the software and preparing reports regarding the functioning of Jagratha Samithes ● Effective functioning of District level Vigilance Committees based on the feedback of grass root level Jagratha Samithy functioning



GDT5. Training Programme on Gender and Women Component Plan

1	Program Title	Training Programme on Gender and Women Component Plan
2	Target Group	Women Component Plan Working group members of local governments
3	Rationale	For the first time in the history of development planning in India, a component plan for women development has been introduced in Kerala as part of decentralized planning. Sustainable development is necessarily gender-sensitive. However, people are used to a gender-blind development ethos. Working group members can play a pivotal role in maintaining gender balance in the planning and implementation of projects. This training programme addresses the capacity gaps of the working groups of women and children constituted by local governments
4	Objectives	<ol style="list-style-type: none"> 1. To promote gender-sensitive approach among the working group members of LSGIs 2. To sensitize the participants on gender-related development issues and ensure gender justice in local planning 3. To enhance the capacity of the working group members in identifying and preparing projects effective in addressing the strategic needs of women
5	Content	<ul style="list-style-type: none"> ● Gender bias of current development discourse and practice ● Opportunities and avenues for working out gender-responsive development models ● Identification and preparation of model projects ● Good practices of gender-balanced development approach ● Action planning
6	Methodology	<ul style="list-style-type: none"> ● Interactive Presentation ● Brainstorming ● Group Discussion ● Case study analysis
7	Duration	2 Days
8	Expected Outcomes	<ul style="list-style-type: none"> ● Refined and sharpened understanding and conceptual clarity on gender issues of development ● Development of skills for gender-friendly plans and projects

e. LOCAL ECONOMIC DEVELOPMENT

LEDT1. Training Programme on Improved Livestock and Dairy Management and Food Security

1	Program Title	Training Programme on Improved Livestock and Dairy Management and Food Security
2	Target Group	Veterinary Surgeons, Livestock Inspectors, Dairy Extension Officers, Dairy Farm Instructors and Members of Watershed Working Groups of local governments



3	Rationale	Kerala is largely dependent on other states for its requirement of dairy products. This has adverse impact on the state's food security and economy. Livestock and dairy development and food production are among the primary tasks of local governments. Kerala has favorable agronomic conditions for cattle rearing and milk production. However, we require improved livestock and dairy management systems. The proposed training is designed to address the need for better management systems in small scale dairying and livestock management. The increased resource investment in this sector will definitely give a fillip to the economy of the state.
4	Objectives	<ol style="list-style-type: none"> 1. To familiarize the participants on improved systems of livestock and dairy management 2. To expose the participants to replicable models of successful small scale dairy management 3. To help the participants in formulating and implementing model dairy projects 4. To give better exposure to the participants on the innovations in this sector with community participation
5	Content	<ul style="list-style-type: none"> ● Scope and development potential of livestock and dairy development in the Kerala economy ● Issues of livestock and dairy management in Kerala ● Modern practices and innovative developmental models in livestock and dairy management ● Value-addition and manufacturing dairy products ● Policy framework of local governments in livestock and dairy development ● Improved livestock and dairy management systems
6	Methodology	<ul style="list-style-type: none"> ● Interactive Presentation ● Group Discussion ● Exposure Visits ● Group Exercise
7	Duration	3 Days
8	Expected Outcomes	<ul style="list-style-type: none"> ● Enhanced knowledge on improved techniques of dairy management ● Improved skill for planning and implementation of successful dairy projects ● Increased investment and meaningful intervention in the area of food security by local governments as part of local planning

LEDT 2. Training Programme on New Techniques in Extension Management

1	Program Title	Training Programme for Extension Officers on New Techniques in Extension Management
2	Target Group	Agriculture Assistants, Live Stock Inspectors, Health Inspectors, Village Extension Officers, ICDS Supervisors , SC/ST Extension



		Officers [Block], Diary Extension Officers [Block]/ Diary Farm Instructors, Industrial Extension Officers, Fisheries Inspectors of local governments
3	Rationale	One of the priority goals of 11 th Plan is to improve the quality of service delivery. The extension staff of the line departments transferred to PRIs have a significant role in ensuring improved service delivery. This is made possible by enhancing their professionalism as well as exposing them to technological innovations. The proposed training will make a marked difference in the capacity and performance of the officials.
4	Objectives	<ol style="list-style-type: none"> To familiarize the participants with the goals of the 11th Plan with focus on enhancing the quality of service delivery To motivate the participants to work towards improving the quality of services
5	Content	<ul style="list-style-type: none"> Priorities of 11th Plan MDGs Role of Extension Staff TQM Methods to improve service delivery Benchmarks in service delivery
6	Methodology	<ul style="list-style-type: none"> Interactive lecture Case study analysis Group discussion
7	Duration	3 Days
8	Expected Outcomes	<ul style="list-style-type: none"> Participants are imbued with the spirit of the 11th Plan Participants are aware of their roles and responsibilities Participants are motivated to endeavor for improving the quality of services

LEDT 3. Exposure Learning Programme on Good and Innovative Practices in Local Development

1	Program Title	Exposure Learning Programme on Good and Innovative Practices in Local Development
2	Target Group	Elected Representatives, Officials and Voluntary Resource Persons of Local Governments
3	Rationale	As part of decentralized planning, a large number of local governments have created replicable models of local development. Exposure to these good practices and experiential learning based on these innovations is an excellent way of promoting learning and meaningful experimentation. Luckily for us, a number of good practices exist in the area of local development. These need to be disseminated and reflected upon.
4	Objectives	<ol style="list-style-type: none"> To enable the participants to have first hand knowledge of the good practices in local development



		<ol style="list-style-type: none"> 2. To promote peer learning and enhance the level of confidence of local government functionaries 3. To promote lateral thinking and innovative action 4. To help develop a strategic vision on local development
5	Content	<ul style="list-style-type: none"> ● Introduction of the development policy and vision adopted by the beacon local governments in the concerned area ● Presentation on the strategy and methodology adopted by the beacon local government ● Field visit to the areas of good practice ● Analysis and reflections on the good practices ● Action planning
6	Methodology	<ul style="list-style-type: none"> ● Field visit and Reflection ● Interactive Presentation ● Group Discussion
7	Duration	2 Days
8	Expected Outcomes	<ul style="list-style-type: none"> ● Sharing of first-hand knowledge about innovative experiments and good practices in local development ● Generation of new ideas and enthusiasm for innovation ● Promotion of peer learning and experiential learning for better confidence and motivation for adaptation and experimentation

f. DEVELOPMENT OF MARGINALIZED COMMUNITIES

MCT1. Training Programme on the Effective Management of Special Component Plan of Local Governments

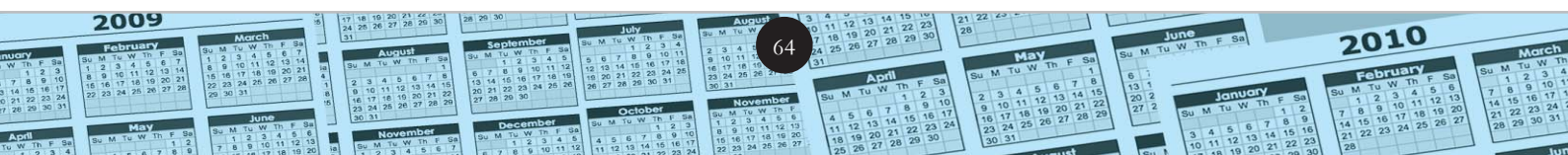
1	Program Title	Training programme on the effective management of SCP programmes for working group members of local governments
2	Target Group	SCP working group members of local governments
3	Rationale	Despite the efforts of the past 10 years, the utilization of SCP funds has not met with success. There are various factors hindering the full and effective use of SCP funds. Appropriate training in the management of SCP will lead to definite improvement of the situation.
4	Objectives	<ol style="list-style-type: none"> 1. To enrich the capacity of SCP working group members with knowledge and skill for efficient and effective implementation of SCP programs 2. To improve the functioning of PRI system with respect to the development of Scheduled Caste communities 3. To enhance the quality of projects formulated and implemented by local governments in the SCP sector 4. To enhance the capability of the SCP working group members in the effective management of SCP programs
5	Content	<ul style="list-style-type: none"> ● Development of a strategic vision for the development of Scheduled Caste communities



		<ul style="list-style-type: none"> ● Analysis of the SCP and status of resource allocation and spending of local governments ● Improving the management efficiency of SCP Programmes and delivering better results ● Status Study of SC habitats and preparation and implementation of infrastructure development plans ● Effective service delivery techniques for Scheduled Caste communities and their human development ● Action planning for effective management of SCP programmes
6	Methodology	<ul style="list-style-type: none"> ● Interactive Presentation ● Group Discussion ● Group Exercise ● Experience sharing ● Case Study Presentation
7	Duration	3 Days
8	Expected Outcomes	<ul style="list-style-type: none"> ● Improvement in the knowledge and skill base of the participants in regard to SC development and planning and implementation of SCP ● Enhanced motivation of the SC P working group members to work with greater commitment towards SC development through improved implementation of SCP

MCT2. Training Programme on Effective Management of Tribal Sub Plan of Local Governments

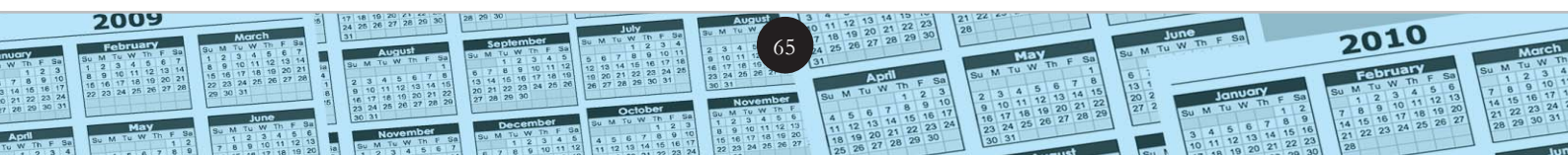
1	Program Title	Training Programme on the Effective Management of Tribal Sub Plan for Local Governments
2	Target Group	Working Group members of Tribal Sub Plan
3	Rationale	Local Governments are the major actors in the planning and implementation of Tribal Sub Plan. Despite the efforts of the past ten years for strengthening local governments, the utilization of TSP funds has not met with expected results. There are various factors hindering the full and effective utilization of TSP funds. Appropriate training in the management of TSP programme will lead to definite improvement of the situation.
4	Objectives	<ol style="list-style-type: none"> 1. To equip the Tribal Development working group members with knowledge and skills for efficient and effective implementation of TSP programs 2. To enhance the capacity of TSP working group members for formulating a strategic vision on tribal development and prepare and implement tribal development projects, ensuring sustainable benefits to the tribal community 3. To improve the functioning of PRI system with respect to ST development



5	Content	<ul style="list-style-type: none"> ● Analysis of the social and economic status of tribal community and allocation and utilization of TSP funds by local governments ● Managing the efficiency of allocation and utilization of TSP funds and effective implementation of TSP projects ● Need-based and resource-based planning by local governments for ST development ● Effective service delivery techniques for tribal development projects and programmes by local governments ● Action Planning for TSP Projects
6	Methodology	<ul style="list-style-type: none"> ● Interactive Presentation ● Group Discussion ● Group Exercise ● Experience Sharing
7	Duration	3 Days
8	Expected Outcomes	<ul style="list-style-type: none"> ● Improvement in the knowledge and skill base of the participants in regard to tribal development and TSP planning and implementation ● Enhanced motivation of the tribal development working group members to work with greater commitment towards tribal development through improved management in the implementation of TSP programmes

MCT3. Training Programme for SC/ST Promoters on Effective Management of Development of Marginalized Communities

1	Program Title	Training for SC/ST Promoters in their Roles and Responsibilities
2	Target Group	SC/ST Promoters
3	Rationale	The department of Scheduled Caste and Scheduled Tribes, Government of Kerala, has decided to appoint a team of SC/ST Promoters as facilitators to work with the local governments in the effective management of SCP and TSP programmes. They have to work with the Scheduled Caste and Scheduled Tribe communities and interface with local governments and the department for ensuring the proper implementation and management of the SCP and TSP projects and plans
4	Objectives	<ol style="list-style-type: none"> 1. To enhance the awareness level of the participants on their roles and responsibilities as SC/ST promoters 2. To improve the facilitation skills of participants to work with the community and the department 3. To promote the development of skills for effective communication and coordination with the community and the department and to manage SCP and TSP programmes
5	Content	<ul style="list-style-type: none"> ● Decentralization, social inclusion and development of marginalized communities ● Socio- economic status and backwardness of marginalized communities



		<ul style="list-style-type: none"> • Historical evolution of SCP and TSP and its implementation • Roles and responsibilities of SC/ST promoters • Effective communication and facilitation with marginalized communities • Program planning, coordination and management of SCP and TSP programmes • Action planning and agenda for development of marginalized communities
6	Methodology	<ul style="list-style-type: none"> • Interactive Presentation • Brainstorming • Group Discussion • Group Exercise • Action Planning
7	Duration	2 Days
8	Expected Outcomes	<ul style="list-style-type: none"> • Clarity on the development problems of SC/ST communities • Clarity on the roles and responsibilities of the SC/ST promoters • Development of communication, facilitation and coordination skills of SC/ST Promoters • Effective management of SCP and TSP projects and programmes

g. NATURAL RESOURCE MANAGEMENT AND SUSTAINABLE DEVELOPMENT
NRMT1. Training Programme on the Preparation of Watershed Master Plans

1	Program Title	Training Programme on Watershed Master Plan Preparation
2	Target Group	Watershed management team of local governments
3	Rationale	Watershed development has been accepted world-wide as the most effective approach for sustainable development, particularly sustainable agriculture. To ensure the integrated and sustainable development of their areas, the LSGIs need to work out Watershed Master Plans. The State level KILA Faculty members should have the capacity to train the leaders of LSGIs to prepare such plans.
4	Objectives	<ol style="list-style-type: none"> 1. To inculcate in the minds of the participants the relevance and importance of watershed development approach for sustainable development of the state 2. To facilitate the internalization of the philosophy and logic of watershed development in the context of Panchayat Raj Institutions of Kerala 3. To enable the participants to develop insights into the interrelation between watershed development, agricultural sustainability and food security of the state



		<ol style="list-style-type: none"> 4. To enable the participants to understand the importance of watershed development in the local eco-specific planning for sustainable development 5. To help develop skills for planning and formulating Watershed Master Plans
5	Content	<ul style="list-style-type: none"> ● Concept and principles of watershed development and its importance in sustainable development ● Logic and process of local level planning for watershed development ● Institutional and organizational aspects, including the watershed Grama Sabha ● Various biological and engineering measures of watershed development ● Transparency and accountability systems in watershed development ● Components of watershed Master Plan and the process of preparing it ● Implementation of watershed plan with community participation ● Monitoring and evaluation of the watershed development projects
	6 Methodology	<ul style="list-style-type: none"> ● Interactive Presentation ● Group Exercise ● Field Visit ● Group Discussion ● Experience sharing
	7 Duration	3 Days
8	Expected Outcomes	<ul style="list-style-type: none"> ● In-depth understanding of the principles and processes of watershed development ● Development of skills related to watershed development programs ● Emergence of model Watershed Master Plans

NRMT 2. Training Programme on Preparation of Bharathapuzha and Kabani River Basin Plans

1	Program Title	Training Programme on Bharathapuzha and Kabani River Basin Plans
2	Target group	Micro-watershed level resource persons identified by local governments
3	Rationale	Bharatahapuzha and Kabani river basins are major watersheds in the Malabar region. Watershed-based natural resource management will boost up the development potential of these regions and contribute to the management of natural resources in a sustainable manner



4	Objectives	<ol style="list-style-type: none"> To facilitate the development of comprehensive understanding of NRM issues of the regions To help develop skills for formulating NRM projects and plans
5	Content	<ul style="list-style-type: none"> Geographic and agro-climatic details of the two river basins NRM issues of the regions Social and economic compulsions for NRM plan formulation and implementation Watershed development approach and methods Integrated strategic planning for NRM and sustainable development
6	Methodology	<ul style="list-style-type: none"> Interactive Presentation Group discussion Field survey Group work
7	Duration	3 Days
8	Expected outcomes	<ul style="list-style-type: none"> Clarity on the issues and possibilities of NRM activities in these river basins Development of skills for NRM based project planning and formulation

NRMT 3. Training Programme on Convergence of NREGS and Agricultural Development

1.	Program Title	Training Programme on Convergence of NREGS and Agricultural Development
2.	Target Group	Presidents, Secretaries, NREGS Overseers, CDS and ADS representatives
3.	Rationale	NREGS is a land-mark revolutionary piece of legislation. Its impact gets multiplied when integrated with agricultural development, especially in Kerala, which has a limping agricultural economy. Towards this, Master Plans need to be developed incorporating the scope of NREGS and the exigencies of the agricultural sector. Development of such comprehensive Master Plans calls for intensive training inputs.
4.	Objective	<ol style="list-style-type: none"> To equip the trainees with adequate knowledge and skills to prepare NREGS Master Plan To develop the skills of the participants for converging the potentials of NREGS and the needs of the agricultural sector.
5.	Content	<ul style="list-style-type: none"> NREGS and sustainable agriculture development Need and urgency for the convergence of NREGS with agricultural development. Process of the preparation of convergence Master Plan



		<ul style="list-style-type: none"> Points to be borne in mind while working out the convergence of NREGS with agricultural development. Preparation of model master plans
6.	Methodology	<ul style="list-style-type: none"> Interactive Presentation Group Exercise Group Discussion Experience Sharing
7.	Duration	3 Days
8.	Expected Outcomes	<ul style="list-style-type: none"> Clarity on the need for the convergence of NREGS with agricultural development, particularly in the context of Kerala Development of skills for developing integrated watershed master plans Increased involvement of farmers in the planning and implementation of watershed plans

h. SOCIAL ACCOUNTABILITY AND LOCAL GOVERNANCE

SAT1. Training Programme on Social Audit and Social Accountability in Local Governance

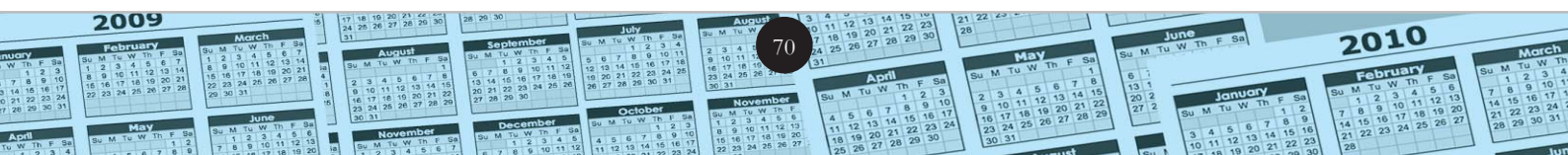
1	Program Title	Training Programme on Social Audit and Social Accountability in Local Governance
2	Target Group	Elected Representatives, Officers of Line Departments and Voluntary Resource Persons of Local Governments
3	Rationale	Social audit is a useful and effective tool for enhancing people's participation in assessing the social and economic performance as well as to ensure social accountability of the local governments. Administering the tool for intended results requires systematic training.
4	Objectives	<ol style="list-style-type: none"> To help the participants to develop conceptual framework of social audit To facilitate the development of skills for using the tools and conducting social audit To help the participants to prepare the social audit report
5	Content	<ul style="list-style-type: none"> Social auditing as a tool for assessing and monitoring the performance of an institution Principles and norms of social auditing Tools, methods and processes of social auditing Good practices in social auditing Action planning
6	Methodology	<ul style="list-style-type: none"> Interactive Presentation Group Discussion



		<ul style="list-style-type: none"> ● Group Exercise ● Case Study Analysis ● Experience Sharing
7	Duration	3 Days
8	Expected Outcomes	<ul style="list-style-type: none"> ● Conceptual clarity on social audit- purpose and methods ● Development of skills for planning and implementing social audit ● Enhanced motivation and expertise to use the social audit tools and methods for improving the performance of local governments

SAT2. Training Programme for Grama Sabha Facilitators

1	Program Title	Training Programme for Grama Sabha Facilitators for Effective Conduct of Grama Sabha Meetings
2	Target Group	Grama Sabha Facilitators identified by local governments
3	Rationale	Grama Sabha is the foundation of local governance. It is the tool for ensuring the participation of citizens in development and governance. Well-functioning Grama Sabhas are the guarantee of successful democratic local governance. Facilitators have been appointed to assist, activate and guide the functioning of Grama Sabha. The facilitators need to be trained in the proper performance of their roles and responsibilities.
4	Objectives	<ol style="list-style-type: none"> 1. To enhance the level of understanding and knowledge base of Grama Sabha facilitators identified by local governments 2. To facilitate the development of proper techniques for Grama Sabha facilitation 3. To help develop proper attitude and skills for effective facilitation and conduct of Grama Sabha meetings
5	Content	<ul style="list-style-type: none"> ● Grama Sabhas and their scope in democratic local governance ● Grama Sabha: constitutional status, powers and functions ● Assessing the performance of Grama Sabhas and identifying the constraints in effective conduct of Grama Sabha meetings ● Strategy and formulation of action plan for activating and empowering Grama Sabhas
6	Methodology	<ul style="list-style-type: none"> ● Interactive Lecture ● Group Discussion ● Brainstorming ● Case Study Presentation
7	Duration	2 Days
8	Expected Outcomes	<ol style="list-style-type: none"> 1. Improved understanding of the legal framework and constitutional status of Grama Sabha 2. Improved facilitation of Grama Sabha meetings 3. Improved functioning of Grama Sabhas



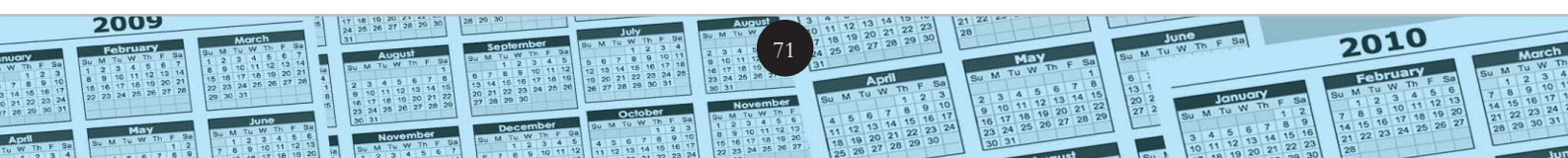
i. URBAN GOVERNANCE

UGT1. Training Programme on Reforms in Urban Governance

1	Program Title	Training in Urban Governance Reforms for ULB Functionaries
2	Target Group	Chairperson/ Mayors, Standing Committee Chairpersons, Secretaries and Officers of Urban Local Bodies
3	Rationale	The Government of India has launched a massive programme for reforming urban governance and to ensure citizen involvement in the development process. The capacity of the chief ULB functionaries needs to be upgraded to ensure that they follow the norms of the Urban Governance Reforms, leading to qualitative improvement in the urban governance scenario.
4	Objectives	<ul style="list-style-type: none"> To familiarize the chief urban functionaries with the nature, goal, norms and processes of the Urban Governance reforms To enhance their capacity for achieving the objectives of the Urban Governance reforms To sensitize the participants on the changing attitude towards community involvement in urban governance
5	Content	<ul style="list-style-type: none"> Urban Governance Reforms in India Participatory approach for sustainable urban development Participatory city development plan preparation Taxation reforms and property mapping People-friendly office management Management of urban development projects Community participation in urban governance
6	Methodology	<ul style="list-style-type: none"> Interactive Lecture Group Discussion Group Exercise Case Study Analysis
7	Duration	3 Days
8	Expected Outcomes	<ul style="list-style-type: none"> Increased understanding on the Urban Governance Reforms in India and the need for governance improvement Improvement in motivation and capacity for managing projects in a participatory manner Enhanced capacity for managing office in a people-friendly manner

UGT2. Training Programme on Resource Mobilization and Efficient Resource Utilization

1	Program Title	Training Programme on Resource Mobilization and Efficient Resource Utilization for urban Local Governments
2	Target Group	Revenue department officials of urban local governments
3	Rationale	The urban local government has enormous potential for resource mobilization and the optimum level of resource mobilization



		capacity is not utilized by them. The potential of resource mobilization should be properly utilized and then only the ULBs can meet the growing demands of people in urban development. The ministerial staff of the urban governments who are involved in the revenue department ought to be well-versed in the art of resource mobilization and proper utilization of the available resources.
4	Objectives	<ol style="list-style-type: none"> 1. To upgrade the capacity of the participants in resource mobilization 2. To sensitize and motivate the revenue officials of ULBs to assess and collect available resources and to boost the development process
5	Content	<ul style="list-style-type: none"> • Developmental local governments and the importance of resource mobilization • Financial management of ULBs • Sources and mobilization of available resources • Present sources and gap mapping of resources • Strategy and techniques for resource mobilization • Economic use of resources and efficiency in public spending
6	Methodology	<ul style="list-style-type: none"> • Interactive Presentation • Brainstorming • Group discussion • Case Study Analysis
7	Duration	3 Days
8	Expected Outcomes	<ul style="list-style-type: none"> • Increased clarity on the methods of resource mobilization • Increased level of motivation to collect optimum level of resources • Improved skill for resource mobilization • Greater accountability and transparency in assessment and collection of resources

UGT3. Training Programme for Development Standing Committees on Urban Development

1	Program Title	Training Programme for Development Standing Committees on Urban Development
2	Target Group	Chairpersons and Members of Development Standing Committees in ULBs
3	Rationale	Development Standing Committee plays a pivotal role in steering the development processes of the city in the proper direction. Cities are engines of economic and social growth of the state and therefore, enhancing their capacity is very important. Preparation of City Development Plan is the exclusive responsibility of the Development Standing Committee and the Government of Kerala has directed the ULBs to prepare CDP as part of Eleventh Five Year Plan.



4	Objectives	<ol style="list-style-type: none"> To improve the knowledge base of the Development Standing Committees to manage the process of city development To facilitate development of attitude and skills for improved functioning of the Development Standing Committee To enhance the capacity of Development Standing Committee to steer the process of City Development Plan preparation with a strategic vision
5	Content	<ul style="list-style-type: none"> Development Powers and Functions of Urban Local Bodies Powers and Functions of Development Standing Committee in City Development Pan preparation Inter-Departmental Coordination and City Development Preparation of Detailed Project Report (DPR) Project Implementation and Monitoring with Community Participation
6	Methodology	<ul style="list-style-type: none"> Interactive Presentation Brainstorming Group Discussion Group Exercise Action Planning
7	Duration	3 Days
8	Expected Outcomes	<ul style="list-style-type: none"> Development of thorough knowledge by the participants on matters related to the functioning of ULBs and the role of the Development Standing Committee. Enhanced motivation and skills for improved performance Increased understanding and skills of the participants in developing a strategic vision on city development

UGT4. Training Programme for Welfare Standing Committee Members on Urban Service Delivery

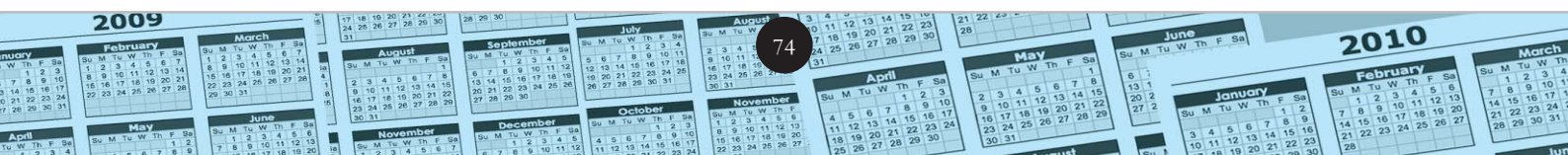
1	Program Title	Training for Welfare Standing Committee Members on Service Delivery of Urban Local Bodies
2	Target Group	Chairperson and Members of Welfare Standing Committee of Urban Local Bodies
3	Rationale	Enhancing the quality of service delivery of urban local governments is the urgent need of the day to gain the trust of people in ULBs. Welfare Standing Committee has the main responsibility to ensure welfare of the urban community and to enhance the quality of service delivery. Strengthening the committee will result in improved functioning and performance of the service delivery of the ULBs.
4	Objectives	<ol style="list-style-type: none"> To improve the knowledge base of the Welfare Standing Committees and enhance the performance of service delivery To facilitate development of attitude and skills for improved functioning of the Welfare Standing Committee To empower the welfare standing committee for effective management of service delivery institutions



5	Content	<ul style="list-style-type: none"> ● Powers and Functions of Urban Local Bodies in improving the quality of service delivery ● Powers and Functions of Welfare Standing Committee in the effective management of service delivery institutions ● Conduct of meeting and decision making of the Welfare Standing Committee ● Inter-Departmental Coordination and improving performance of ULBs ● Project implementation and monitoring with community participation
6	Methodology	<ul style="list-style-type: none"> ● Interactive Presentation ● Brainstorming ● Group Discussion ● Group Exercise
7	Duration	3 Days
8	Expected Outcomes	<ul style="list-style-type: none"> ● Development of thorough knowledge by the participants on matters related to the functioning of ULBs and the role of the Welfare Standing Committee ● Enhanced motivation and skills for improved performance of service delivery institutions

UGT5. Training Programme on City Development Plan Preparation

1	Program Title	Training Programme on City Development Plan Preparation for ULB Functionaries
2	Target Group	Elected Representative and Officials of ULBs
3	Rationale	Government of Kerala has decided that every Urban Local Body has to prepare City Development Plan as part of Eleventh Five Year Plan, which requires thorough knowledge and specialized skills for developing a strategic vision on the development of city.
4	Objectives	<ol style="list-style-type: none"> 1. To develop a clear understanding of the importance of preparing city development plan with a strategic vision on the long-term development of city 2. To familiarize the participants with the methodology and framework of preparation of City Development Plan 3. To help develop skills for preparation of CDP and identification and preparation of Detailed Project Report (DPR)
5	Content	<ul style="list-style-type: none"> ● Urbanization and challenges of city development ● Development of a strategic vision on urban development ● Preparatory work of City Development Plan ● Methodology and components of City Development Plan ● People's participation in City Development Plan preparation ● Action Plan for CDP preparation



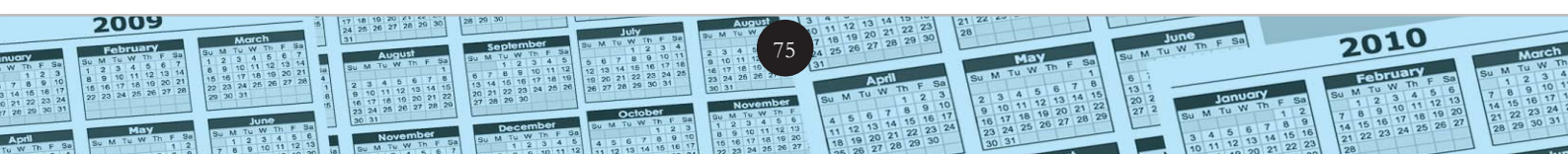
6	Methodology	<ul style="list-style-type: none"> ● Interactive Presentation ● Brainstorming ● Group Discussion ● Group Exercise ● Action Planning
7	Duration	3 Days
8	Expected Outcomes	<ul style="list-style-type: none"> ● Improved understanding of the framework and process of CDP preparation ● The participants will have acquired the skill for preparing CDP

UGT6. Training Programme on Property Tax Reforms in Urban Local Bodies

1	Program Title	Training Programme on Property Tax Reforms in Urban Local Bodies
2	Target Group	Revenue Officials of Urban Local Bodies
3	Rationale	The Property Tax Reforms mark an important step towards development of urban governance. The ULB officials need to be thorough with the letter and spirit of the reforms.
4	Objectives	<ol style="list-style-type: none"> 1. To enable the ULB officials to develop a comprehensive understanding of the Property Tax Reforms 2. To enhance their motivation and skill for effectively implementing the Property tax Reforms
5	Content	<ul style="list-style-type: none"> ● Introduction to Property Tax Reforms ● Determination of property tax ● GIS-based system for property tax ● Managing the Property Tax Reforms
6	Methodology	Presentation, Group discussion, interaction
7	Duration	3 Days
8	Expected Outcomes	<ul style="list-style-type: none"> ● Familiarization with the process of GIS-based Property Tax Reforms ● Development of capacity for effective implementation of the Property Tax Reforms

UGT7. Training Programme on Reforming Urban Administration

1	Program Title	Training Programme on Reforming Urban Administration
2	Target Group	ULB staff
3	Rationale	With the extension in the functioning and responsibilities of the Local Urban Bodies, the administrative procedures and processes have become complex. Up-grading the knowledge, motivation and skills of the staff will go along way in improving the quality of administration in the urban bodies
4	Objectives	<ol style="list-style-type: none"> 1. To equip the staff of ULBs with knowledge, motivation and skills for improved performance



		2. To familiarize the participants with the recent developments and trends in urban governance
5	Content	<ul style="list-style-type: none"> ● Urban governance and the Kerala Municipality Act ● People-friendly office management ● Participatory city development plan ● Project management ● Centrally-sponsored schemes
6	Methodology	Presentation, Group discussion, interaction
7	Duration	3 Days
8	Expected Outcomes	<ul style="list-style-type: none"> ● Enhanced knowledge about the new developments and trends in urban development ● Enhanced motivation and skills for improving the quality of urban administration

UGT8. Training Programme on Double-Entry Accrual Accounting System for Urban Local Bodies

1	Program Title	Training in Double Entry Accounting for ULB Accounting Officials
2	Target Group	Accounting officers of ULBs
3	Rationale	Every Urban Local Body in Kerala has to switch over to the accrual-based double entry accounting system
4	Objectives	<ol style="list-style-type: none"> 1. To familiarize the participants with the double entry accounting system 2. To enable the participants to switch over from the cash-based single entry to the accrual-based double entry system
5	Content	<ul style="list-style-type: none"> ● Introduction to the accrual-based double entry accounting system ● Primary entries ● Classification and analysis ● Generation of reports ● Process of conversion from single entry to accrual-based double entry system
6	Methodology	LectureGroup work
7	Duration	
8	Expected Outcomes	<ul style="list-style-type: none"> ● Development of understanding on the need for switching over to the double entry system ● Development of skills to practice the accrual-based double entry system of accounting

UGT9. Training for Municipal Engineers in Public Works

1	Program Title	Training for Municipal Engineers in Public Works
2	Target Group	Municipal Engineers
3	Rationale	Municipal engineers have the responsibility of ensuring both quality of public works and their cost-effectiveness



4	Objectives	<ol style="list-style-type: none"> To facilitate the development of proper concepts and approach in municipal public works To help develop skills for planning low-cost and durable public works
5	Content	Public works approach Low-cost, technical details Building Road construction Maintenance Processes and procedures
6	Methodology	<ul style="list-style-type: none"> Presentation Group discussion Case analysis
7	Duration	2 days
8	Expected Outcomes	Conceptual clarity on people-friendly and cost-effective municipal public works Development of skills for improving the quality and cost-effectiveness of public works

UGT10. Training in Town and Country Planning and Improvement of Master Plan for Urban and Town and Country Planning Officials

1	Program Title	Training in Town and Country Planning and Improvement of Master Plan for Urban and Town and Country Planning Officials
2	Target Group	Urban and Town and Country Planning Officials
3	Rationale	The urban and town and country planning officials need to be thorough with the intricacies and niceties of town and country planning.
4	Content	<ul style="list-style-type: none"> Integrated District Development Plan Experience- Process, procedures, outcomes Linking with decentralized planning Action Plan
5	Methodology	<ul style="list-style-type: none"> Presentation Group discussion Group work Case analysis
6	Duration	3 days
7	Expected Outcomes	<ul style="list-style-type: none"> Conceptual clarity on fine-tuned town and country planning Development of skills for executing town and country planning

UGT11. Training on Gender and Development for Elected Women Representatives and other related Officials

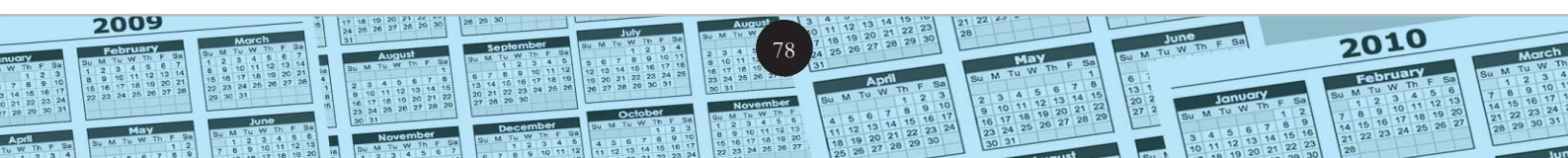
1	Program Title	Training in Gender and Development for Elected Women Representatives and other related Officials
2	Target Group	Elected Women Representatives and Officials of ULBs
3	Rationale	There is a gender aspect to development, which has been largely missed. Orienting the elected women representatives and the



		officials on the implications of gender-sensitive development approach is very important. Mere seat reservation does not automatically lead to gender equity. Special capacity building efforts are necessary to ensure a gender-sensitive approach in development processes.
4	Objectives	<ol style="list-style-type: none"> To promote gender sensitive development approach among the participants To facilitate the development of skills for designing and conducting gender status study and performing gender budgeting
5	Content	<ul style="list-style-type: none"> Gender and Development Gender Status Study Women Component Plan Gender Budgeting
6	Methodology	Presentation, Group Discussion, Interaction
7	Duration	3 days
8	Expected Outcomes	<ul style="list-style-type: none"> Improved gender sensitivity in the participants Development of skills for formulating and implementing WCPs in the spirit of gender equity

UGT12. Training on JNNURM and Urban Governance Reforms

1	Program Title	Training Programme on JNNURM and Urban Governance Reforms
2	Target Group	HUDCO Officials of Kerala and other states
3	Rationale	HUDCO is the leading agency in India for urban development. KILA has solid collaboration with HUDCO/HSMI. The HUDCO officials need to be enlightened on the goals and methods of urban reforms in local governance and should be thorough with the objectives and processes of JNNURM and other flagship programmes for urban development
4	Objectives	<ol style="list-style-type: none"> To facilitate the development of deep understanding on the intricacies and nuances of urban local governance To promote knowledge and skills for the implementation of JNNURM and other urban development schemes
5	Content	<ul style="list-style-type: none"> Principles and practices of urban local governance Decentralized planning and participatory implementation of projects JNNURM, IHSDP, UIDSSMT and reforms in urban governance
6	Methodology	<ul style="list-style-type: none"> Interactive Lecture Group Discussion Brainstorming Field Visit
7	Duration	3 Days
8	Expected Outcomes	<ul style="list-style-type: none"> Better clarity on the intricacies of urban local governance and JNNURM, IHSDP and UIDSSMT



	<ul style="list-style-type: none"> ● Increased clarity on the preparation and implementation of participatory urban development projects ● Improved motivation and facility for the effective implementation of JNNURM, IHSDP and UIDSSMT
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UGT13. Training Programme on Plan Formulation of Urban Local Governments

1	Program Title	Training Programme on Plan Formulation of Urban Local Governments
2	Target group	Chairpersons / Standing Committee Chairpersons, Secretaries, Working Group Conveners/ Implementing Officers of Urban Local Bodies
3	Rationale	Plan formulation is a specialized activity demanding capacity building. The key functionaries of Urban Local Governments need to upgrade their knowledge and skills in this area. The introduction of Management Information System for plan formulation has increased the need for training and other support to urban functionaries
4	Objectives	<ol style="list-style-type: none"> 1. To help the participants to develop proper perspective on formulation of municipal plans 2. To have better clarity on the developmental priorities of the Government of Kerala for plan formulation 3. To help fine tune skills for formulating realistic plans for urban local governments
5	Content	<ul style="list-style-type: none"> ● Decentralized planning and developmental priorities of ULB ● Formulation of a strategic vision on city development ● Hurdles and remedies for the sustainable development of ULBs ● Introducing the guidelines for formulation of local plan ● Introducing the project formats and the MIS in local planning ● Integration of Centrally Sponsored Schemes in local plan
6	Methodology	<ul style="list-style-type: none"> ● Interactive Presentation ● Group Discussion ● Group Work ● Case Analysis ● Action Planning
7	Duration	2 Days
8	Expected outcomes	<ul style="list-style-type: none"> ● Development of proper concepts and approach in local plan formulation ● Development of requisite skills for plan formulation and project preparation ● Enhanced capacity of the key functionaries of working groups for local planning



UGT14. Training Programme for Ward Sabha/ Committee Facilitators

1	Program Title	Training for Ward Sabha Facilitators
2	Target group	Ward Sabha/Committee Facilitators
3	Rationale	The present mode of Wardsabha functioning leaves much room for improvement. Facilitators have been appointed to improve the quality of Wardsabha meetings.
4	Objectives	<ol style="list-style-type: none"> 1. To enhance the knowledge and motivation of the wardsabha facilitators 2. To facilitate the development of skills for activating and guiding the wardsabhas
5	Content	Wardsabha functioning Present scenario Strategy for improvement Action plan
6	Methodology	<ul style="list-style-type: none"> ● Presentation ● Group discussion ● Role play
7	Duration	2 Days
8	Expected outcomes	<ul style="list-style-type: none"> ● Improved knowledge and motivation of the participants ● Enhanced facilitation skills ● Improved functioning of the wardsabhas

UGT15. Training in Detailed Project Report Preparation

1	Program Title	Training in Detailed Project Report Preparation
2	Target group	Key functionaries of ULBs
3	Rationale	Detailed project reports are necessary for realistic planning and implementation of projects
4	Objective	To upgrade the skills of the participants in preparing detailed project reports
5	Content	<ul style="list-style-type: none"> ● Need and nature of detailed project reports ● Guidelines and formats ● Methodology of report formulation ● Practical sessions
6	Methodology	<ul style="list-style-type: none"> ● Presentation ● Group discussion ● Case analysis
7	Duration	2 Days
8	Expected outcomes	<ul style="list-style-type: none"> ● Clarity on the norms for detailed project reports ● Development of skills for preparing detailed project reports



J. TRAINING OF TRAINERS/DEVELOPMENT OF INSTRUCTIONAL SKILLS

ToT1. ToT in the Preparation of Watershed Master Plans for Master Trainers

1	Program Title	ToT in the Preparation of Watershed Master Plans for Master Trainers
2	Target Group	Master Trainers of KILA
3	Rationale	Watershed development has been accepted world-wide as the most effective approach for sustainable development, particularly sustainable agriculture. To ensure the integrated and sustainable development of their areas, the LSGIs need to work out Watershed Master Plans. The State level KILA Faculty members should have the capacity to train the leaders of LSGIs to prepare such plans.
4	Objectives	<ol style="list-style-type: none"> 1. To inculcate in the minds of the participants the relevance and importance of watershed development approach for sustainable development of the state 2. To facilitate the internalization of the philosophy and logic of watershed development in the context of Panchayat Raj Institutions of Kerala 3. To enable the participants to develop insights into the interrelation between watershed development, agricultural sustainability and food security of the state 4. To enable the participants to understand the importance of watershed development in the local eco-specific planning for sustainable development 5. To help develop skills for planning and formulating Watershed Master Plans
5	Content	<ul style="list-style-type: none"> ● Principles of watershed development ● Logic and process of local level planning for watershed development ● Institutional and organizational aspects, including the watershed Grama Sabha ● Various biological and engineering measures of watershed development ● Transparency and accountability systems in watershed development ● Components of watershed Master Plan and the process of preparing it ● Monitoring and evaluation of the watershed development projects
6	Methodology	<ul style="list-style-type: none"> ● Group Discussion ● Experience sharing ● Presentation
7	Duration	Five Days
8	Expected Outcomes	<ul style="list-style-type: none"> ● In-depth understanding of the principles and processes of watershed development

	<ul style="list-style-type: none"> ● Development of skills related to watershed development programs ● Emergence of model Watershed Master Plans
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ToT 2. Training of Trainers Programme on preparation of Watershed Master Plans for Faculty Members

1	Program Title	Training of Trainers Programme on Preparation of Watershed Master Plans
2	Target Group	State level Faculty Members
3	Rationale	Watershed development has been accepted world-wide as the most effective approach for sustainable development, particularly sustainable agriculture. River basins are the prime watersheds. To ensure the integrated and sustainable development of their areas, the LSGIs need to work out Watershed Master Plans. Wherever river basins exist, it is the responsibility of the LSGIs to protect the river basin on the watershed model. The State level KILA Faculty members should have the capacity to train the leaders of LSGIs to prepare such plans.
4	Objectives	<ol style="list-style-type: none"> 1. To inculcate in the minds of the participants the relevance and importance of watershed development approach for sustainable development, with focus on river basins 2. To facilitate the internalization of the philosophy and logic of watershed development in the context of Panchayat Raj Institutions of Kerala 3. To enable the participants to develop insights into the interrelation between watershed development, agricultural sustainability and food security of the state 4. To enable the participants to understand the importance of watershed development in the local eco-specific planning for sustainable development. 5. To help develop skills for planning and formulating Watershed Master Plans, with focus on river basins
5	Content	<ul style="list-style-type: none"> ● Principles of watershed development ● Logic and process of local level planning for watershed development ● Institutional and organizational aspects, including the watershed Grama Sabha ● Various biological and engineering measures of watershed development ● Transparency and accountability systems in watershed development ● Components of watershed Master Plan and the process of preparing it ● Monitoring and evaluation of the watershed development projects



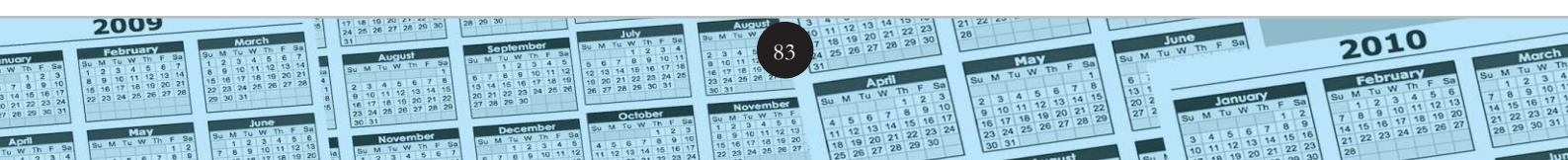
6	Methodology	Group Discussion, Experience sharing and presentation
7	Duration	Five Days
8	Expected Outcomes	<ul style="list-style-type: none"> ● In-depth understanding of the principles and processes of watershed development ● Development of skills related to watershed development programs ● Emergence of model Watershed Master Plans

ToT 3. ToT in Training Methodology for KILA Extension Faculty Members

1	Program Title	ToT in Training Methodology for KILA Extension Faculty Members
2	Target Group	Extension faculty of KILA
3	Rationale	It is important to keep up and improve on the quality of KILA training. The extension faculty members need to be strengthened with fresh theoretical as well as practical inputs bearing on training methodology.
4	Objectives	<ol style="list-style-type: none"> 1. To build up capacity in the participants to improve their designing of training programs 2. To equip the participants with knowledge and skills for imparting more effective training, using time-tested methods of participatory learning
5	Content	<ul style="list-style-type: none"> ● Principles of participatory learning ● How to design training programs ● Participatory methods ● Training evaluation
6	Methodology	<ul style="list-style-type: none"> ● Lecture ● Group discussion ● Games ● Group work ● Demonstration
7	Duration	3 Days
8	Expected Outcomes	<ul style="list-style-type: none"> ● Development of fresh insights on participatory learning ● Improvement in capacity for designing training programs ● Improvement in communication skills ● Familiarization of new and more effective training methods ● Enhanced capacity for critically evaluating training programs

ToT 4. ToT in Gender and Development for KILA Extension Faculty Members

1	Program Title	ToT in Gender and Development for KILA Extension Faculty Members
2	Target Group	KILA Extension Faculty Members



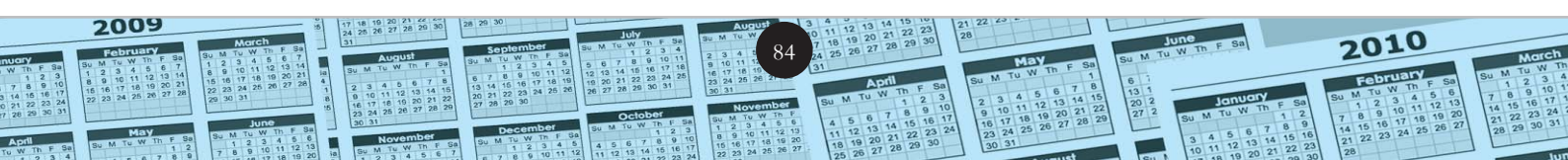
3	Rationale	Sustainable development is necessarily gender-sensitive. However, people are used to a gender-blind development ethos. Working group members can play a pivotal role in maintaining gender balance in planning and implementation of projects.
4	Objective	To promote gender-sensitive approach among the KILA Extension Faculty members
5	Content	<ul style="list-style-type: none"> Gender bias of current development discourse and practice Opportunities and avenues for working out gender-responsive development models Good practices
6	Methodology	<ul style="list-style-type: none"> Presentation Group discussion Case study analysis
7	Duration	2 Days
8	Expected Outcomes	<ul style="list-style-type: none"> Conceptual clarity on gender issues in development Development of skills for gender analysis and planning

ToT 5. Training of Trainers Programme on Panchayat Administration

1	Program title	Training of Trainers Programme on Panchayat Administration
2	Target group	KILA Extension faculty members
3	Rationale	The KILA extension faculty members should be thorough with the goals and processes of Panchayat administration.
4	Objective	To help the participants to develop a sound understanding of the administrative processes of the Panchayat
5	Content	<ul style="list-style-type: none"> Local governments and people-centered development administration Panchayat administrative set up Key functionaries- roles and responsibilities Office management Financial management
6	Methodology	<ul style="list-style-type: none"> Presentation Group discussion
7	Duration	2 Days
8	Expected Outcomes	<ul style="list-style-type: none"> Clarity on the style and manner of Panchayat administration Facility in explaining the functioning of the Panchayat

ToT 6. Training of Trainers Programme on Gender Status Study

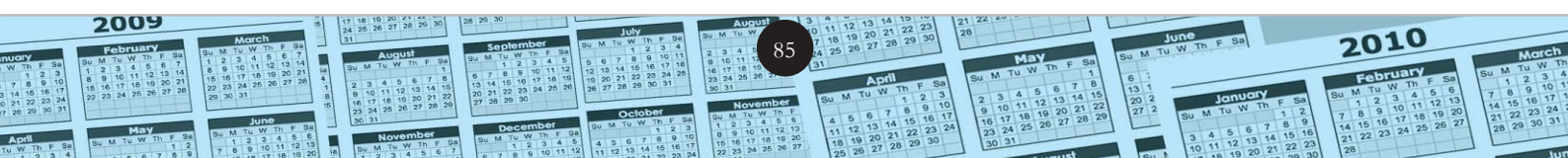
1	Program title	Training of Trainers Programme on Gender Status Study
2	Target group	KILA Extension faculty members



3	Rationale	KILA Extension faculty members are supposed to give training in and guide gender status studies. As such, they should have a grounding in the objectives and methodology of gender status study.
4	Objectives	<ol style="list-style-type: none"> To facilitate the development of a conceptual framework for conducting gender status study To promote the development of skills for designing and conducting gender status study
5	Content	<ul style="list-style-type: none"> Gender issues Women's status in Kerala Objectives of gender status study Methodology and process of the study Report preparation
6	Methodology	<ul style="list-style-type: none"> Presentation Group discussion Role play Case study analysis
7	Duration	2 Days
8	Expected Outcomes	<ul style="list-style-type: none"> Clarity on conceptual framework for gender status study Development of skills related to designing, conducting and reporting gender status study

ToT 7. Training of Trainers Programme on Urban Governance and Development

1	Program title	ToT on Urban Governance and Development for KILA Extension faculty members
2	Target group	KILA Extension faculty members
3	Rationale	Kerala is witnessing unprecedented spurt of urbanization. Consequently urban development issues are becoming increasingly complex and demanding. In this context it is important that the KILA extension faculty members are apprised of the problems and solutions relating to equitable and sustainable urban development.
4	Objectives	<ol style="list-style-type: none"> To facilitate the development of a conceptual frame work for equitable and sustainable urban development To help hone the skills necessary to design training and facilitate learning sessions on urban development
5	Content	<ul style="list-style-type: none"> Urbanization issues Urban development- challenges and opportunities Training methodology Preparation of training module
6	Methodology	<ul style="list-style-type: none"> Presentation Group discussion Case analysis



7	Duration	3 Days
8	Expected Outcomes	<ul style="list-style-type: none"> ● Conceptual clarity on issues related to urban development ● Development of capacity to design and conduct training in urban development

k. HIV/AIDS

HIV1. Induction Training Programme for Newly Recruited Staff

1	Program Title	Induction Training to the Newly Recruited Staff
2	Target Group	All Members of the Project Team (Project Managers, Counselors, ANMs, Out Reach Workers of New Projects).
3	Rationale	The capacity of the newly recruited staff in the Suraksha Projects needs to be developed with knowledge, attitude and skills for effectively carrying out project level activities.
4	Objective	To familiarize the participants with the various components and guidelines of the TI program, its management and basics of HIV/AIDS & STI, so as to enable them for the smooth implementation of the Suraksha project.
5	Content	<ul style="list-style-type: none"> ● Basics of HIV/AIDS, Myths & Misconceptions ● Basics of Sexually Transmitted Infections ● Challenges in HIV prevention ● Attitude and skills needed for HIV response ● Components of Targeted Intervention Projects ● Understanding Community Roles & Responsibilities ● Advocacy and networking with LSGs/PRIs.
6	Methodology	<ul style="list-style-type: none"> ● Lecture Presentations ● Group Games ● Group Exercises ● Role plays ● Panel discussion
7	Duration	4 Days
8	Expected Outcomes	<ul style="list-style-type: none"> ● Participants acquire basic knowledge on HIV/AIDS and the need of prevention programs ● Participants are oriented on TI program, its service components, community mobilization, advocacy and networking ● Participants become aware of the need and development of outreach planning and monitoring



HIV2. Training in the Management of Sexually Transmitted Diseases

1	Program Title	Training in the Management of Sexually Transmitted Diseases
2	Target Group	Doctors associated with the Suraksha Projects
3	Rationale	The doctors, while being skilled in the treatment of STI, may not be fully enlightened on the psycho-social aspects of the STIs and HIV/AIDS. The proposed training is designed to address this issue.
4	Objective	To facilitate the development of proper knowledge, attitude and skills needed for working in the Suraksha HIV/AIDS control program, so as to ensure value-addition to the services
5	Content	<ul style="list-style-type: none"> ● Basics of HIV/AIDS ● Basics of Sexually Transmitted Infections ● Challenges in HIV prevention ● Opportunistic Infections and Syndromic Management.
6	Methodology	<ul style="list-style-type: none"> ● Lecture Presentations ● Group discussions
7	Duration	2 Days
8	Expected Outcomes	<ul style="list-style-type: none"> ● Participants oriented on TI Program & its service components ● Participants develop basic knowledge and attitude on STI treatment methodology in connection with the HIV/AIDS Control Program.

HIV3. Induction Training for ANM

1	Program Title	Induction Training for ANM
2	Target Group	ANMs in the Suraksha Projects
3	Rationale	The ANMs, newly recruited for the Suraksha Projects, need to develop proper knowledge, attitude and skills for effectively carrying out their responsibilities.
4	Objective	To facilitate the development of proper knowledge, attitude and skills needed for working in the Suraksha HIV/AIDS control program as ANMs
5	Content	<ul style="list-style-type: none"> ● Basics of HIV/AIDS ● Myths & Misconceptions ● Basics of Sexually Transmitted Infections ● Challenges in HIV prevention ● Attitudes and skills needed for responding to HIV ● Components of Targeted Intervention Projects ● Understanding Community Roles & Responsibilities.
6	Methodology	<ul style="list-style-type: none"> ● Lecture Presentations ● Group Games ● Group Exercises ● Role plays
7	Duration	3 Days

8	Expected Outcomes	<ul style="list-style-type: none"> ● Participants acquire basic knowledge on HIV/AIDS and the need of prevention programs. ● Participants are thorough on TI program, its service components, community mobilization, advocacy and networking ● Participants are aware of their role in implementing the Project activities.
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HIV4. Training Programme on Project Management

1	Program Title	Training Programme on Project Management
2	Target Group	Project Managers of Suraksha Project
3	Rationale	The Managers of Suraksha Project coming from different fields of experience require to develop proper subject knowledge, attitude and skills, to effectively carry out their responsibilities.
4	Objective	To promote the development of knowledge, attitude and skills in the participants for organizing and utilizing resources at their command in an effective manner, so as to achieve the set objectives of the Suraksha Projects
5	Content	<ul style="list-style-type: none"> ● Project Management & its components ● Project Cycle: Project Planning & Execution ● Intervention package for HRGs under TIs ● TI projects and OG of NACO ● Role of Project Manager ● Monitoring & Evaluation ● Advocacy and networking ● Stakeholder management.
6	Methodology	<ul style="list-style-type: none"> ● Lecture Presentations ● Group Games ● Group Exercises
7	Duration	3 Days
8	Expected Outcomes	<ul style="list-style-type: none"> ● Participants develop thorough understanding of the basic aspects of managing a TI project. ● They develop proper attitude and skills for professionally managing the Sureksha projects

HIV5. Project Component-wise Training – Refresher Course

1	Program Title	Project Component-wise Training – Refresher Course
2	Target Group	Project Managers, Counselors, Out Reach Workers.
3	Rationale	Sustainability of the HIV/AIDS programs demands that we pay adequate attention to the components such as BCC, advocacy, crisis management, community mobilization, along with the routine activities among the targeted groups. A refresher course will go a long way in upgrading the capacity of the key project actors.



4	Objective	To help the participants to revisit the different components of the program, review and revise the strategies adopted for targeted interventions and decide on improved strategies and methods.
5	Content	<ul style="list-style-type: none"> • Components of Targeted Intervention Projects, such as BCC, advocacy, crisis management, community mobilization • Review of current strategies based on the activities • Preparation of revised action plan • Advocacy and networking
6	Methodology	<ul style="list-style-type: none"> • Lecture Presentations • Group Games • Group Exercises
7	Duration	4 Days
8	Expected Outcomes	<ul style="list-style-type: none"> • Participants gain in-depth knowledge on components, such as BCC, advocacy, crisis management, community mobilization. • Emergence of improved strategies and action plans

HIV6. Training Programme on Development of Counseling Skills

1	Program Title	Training Programme on Development of Counseling Skills
2	Target Group	Project Managers and Counselors of Suraksha Project
3	Rationale	Counseling is an important component of the targeted intervention projects, since it is through counseling that the primary stakeholders are informed and made aware of the risks in their behavior, the precautions to be taken, the treatment available etc. The Counselors need to be equipped with proper knowledge, attitude and skills.
4	Objective	To facilitate the improvement of counseling skills among the participants, so as to enable them to provide better service to the clients
5	Content	<ul style="list-style-type: none"> • Basics of Counseling • Skills and techniques in TI counseling
6	Methodology	<ul style="list-style-type: none"> • Lecture Presentations • Group Games • Group Exercises • Role Plays
7	Duration	5 Days
8	Expected Outcome	<ul style="list-style-type: none"> • Basic knowledge on counseling • Up-gradation of counseling skills • Improved role clarity and attitude

HIV7. Community Mentors Development Program

1	Program Title	Community Mentors Development Program
2	Target Group	Selected Community Mentors from Suraksha Projects



3	Rationale	Mobilizing communities by enlisting grassroots support to form CBOs is perceived to be an effective strategy for effective and sustainable outcomes in prevention interventions. Building the capacity of key mentors from the community is expected to yield rich dividends.
4	Objective	To enhance the capacity of the community mentors for CBO building
5	Content	<ul style="list-style-type: none"> Community mobilization and people's participation CBO and functions Organizational governance Transitioning: concept and process: NGO-led to CBO- led TI NACP III Plan for transitioning Developing and finalizing transition plan
6	Methodology	<ul style="list-style-type: none"> Lecture Presentations Group Games Group Exercises Role Plays
7	Duration	4 Days
8	Expected Outcomes	<ul style="list-style-type: none"> Clarity on the need for community structures for the sustainability of the program Clarity on the concept and process of CBO transitioning Clarity on the roles and responsibilities of mentors Clarity on the importance of building linkages and networking with like-minded organizations

HIV8. Training Programme on Organizational Governance and Management – for CBOs

1	Program Title	Training Programme on Organizational Governance and Management – for CBOs
2	Target Group	Leaders of Community-Based Organizations
3	Rationale	Under NACP III, Community-Based Organizations (CBOs) begin to define prevention as a part of their own agenda through building strong community organizations that take leadership positions in project implementation and have strong sense of ownership. The CBO's legitimacy comes from the democratic process of choice and transfer of leadership, and mobilizing different members of the community to take responsibility for increasing the level of ownership and sense of belonging. This calls for a specific capacity building program.
4	Objective	To enhance the capacity of the CBO leaders by nurturing self-confidence and promoting the development of CBO management skills
5	Content	<ul style="list-style-type: none"> Community mobilization and people's participation CBO and functions



		<ul style="list-style-type: none"> ● Operationalizing empowerment strategy ● Community Mobilization Strategies ● Organizational governance & Encouraging Responsive Governance ● Effective Management Practices & Building Management Skills.
6	Methodology	<ul style="list-style-type: none"> ● Lecture Presentations ● Group Games ● Group Exercises
7	Duration	2 Days
8	Expected Outcomes	<ul style="list-style-type: none"> ● Conceptual clarity on CBO functioning ● Development of leadership skills ● Development of CBO management skills

HIV 9. Training Programme on Improving Facilitation Skills

1	Program Title	Training Programme on Improving Facilitation Skills
2	Target Group	Selected Project Staff
3	Rationale	Facilitation is the core process of a participatory project. Facilitation is the combination of a number of important skills. It is important that the core project staff are well-versed in the art of facilitation.
4	Objectives	<ol style="list-style-type: none"> 1. To identify the gaps in the facilitation skills of the participants 2. To promote the development of facilitation skills
5	Content	<ul style="list-style-type: none"> ● Facilitation – basic factors, skills, techniques ● Need of facilitation skills in Targeted Intervention Projects ● Developing communication skills
6	Methodology	<ul style="list-style-type: none"> ● Lecture Presentations ● Group Games ● Group Exercises ● Role Plays
7	Duration	3 Days
8	Expected Outcomes	<ul style="list-style-type: none"> ● Participants identify the gaps in their facilitation skills inventory ● Improvement in the facilitation skills of the participants

HIV 10. Training Programme on Dialogue- based Interpersonal Communication

1	Program Title	Training Programme on Dialogue-Based Interpersonal Communication
2	Target Group	Project Managers, Counselors, Out Reach Workers and Peer Educators



3	Rationale	As per National AIDS Control Program-III, the coverage focuses on behavior change of High Risk Groups (HRGs) from a risky behavior to a risk-less behavioral status and promoting optimal utilization of services. There has been commendable improvement in the knowledge level of the HRGs, thanks to the TI programs. One of the gaps identified in behavior change is the inability of HRGs in translating the messages into action. NACP III focuses on the dialogue-based inter-personal communication for optimizing results. The core staff require capacity development in dialogue-based interpersonal communication
4	Objective	To up-grade the capacity of the participants for dialogue-based communication for effecting desired behavior change among the target groups
5	Content	<ul style="list-style-type: none"> ● Behavior change process ● Concept and different tools in dialogue-based inter personal communication ● Facilitation skills ● How to monitor the behavior change.
6	Methodology	<ul style="list-style-type: none"> ● Lecture Presentations ● Group Games ● Group Exercises ● Role Plays
7	Duration	4 Days
8	Expected Outcome	<ul style="list-style-type: none"> ● Clarity on behavior change process ● Clarity on different methods and tools used in dialogue based inter-personal communication ● Improvement in facilitation skills

B. DISTRICT LEVEL TRAININGS

1. DWG. Training Programme for Working Group Members of Local Governments

1.	Program Title	Training Programme for Working Group Members of Watershed Development, Social Security and Housing, Energy and Local Economic Development
2.	Rationale	The working groups have a vital role in ensuring the quality of project formulation and effective implementation of projects. Ongoing capacity building programs will result in improved program delivery.
3.	Target Group	Working Group Members of Watershed Development, Social Security and Housing, Energy and Local Economic development
4.	Objectives	<ol style="list-style-type: none"> 1. To strengthen the knowledge and motivation levels of the participants regarding LSGI projects. 2. To facilitate the development of skills for formulating, implementing and monitoring projects 3. To familiarize with the Management Information System introduced for project formulation and monitoring



5.	Content	<ul style="list-style-type: none"> Decentralization and local development Formulation, implementation and monitoring of projects Roles and responsibilities of the working group members Team work, coordination, communication, problem solving
6.	Methodology	<ul style="list-style-type: none"> Interactive Lecture Group Discussion Group Exercise Action Planning
7.	Duration	2 Days
8.	Expected Outcomes	<ul style="list-style-type: none"> Improvement in knowledge and motivation level of the participants in local planning Improvement in skills for project formulation, implementation and monitoring

2. DTAG. Training Programme for Technical Advisory Groups on Plan Appraisal and Approval

1.	Program Title	Training Programme for Technical Advisory Groups
2.	Rationale	The present position of the TAG function is not up to the expected level
3.	Target Group	TAG Members
4.	Objectives	<ol style="list-style-type: none"> To promote development of proper perspective among the participants on their roles and responsibilities To facilitate development of appropriate skills for improved performance
5.	Content	<ul style="list-style-type: none"> Principles and processes of local development and decentralized governance Roles and responsibilities of the TAG members Good practices and models
6.	Methodology	<ul style="list-style-type: none"> Lecture Group discussion Role play
7.	Duration	2 Days
10.	Expected Learning Outcomes	<ul style="list-style-type: none"> Development of proper perspective Development of motivation and skills

3. DLC. Training Programme for Community Level Democratic Institutions

1.	Program Title	Training for the members of Managing Committees, Welfare Committees, PTAs, Hospital development Committees of LSGIs
2.	Rationale	Enhancing the quality of public service and good governance is a priority concern of government in the 11 th Plan. Towards this, the capacity of various committees and people's management forums needs to be up-graded.



3.	Target Group	Members of Managing Committees, Welfare Committees, PTAs, Hospital development Committees
4.	Objectives	<ol style="list-style-type: none"> To enlighten the participants on the govt. policies and orient them to proper discharge of their responsibilities To promote the development of knowledge, motivation and skills of the participants
5.	Content	<ul style="list-style-type: none"> Govt. policies in regard to service delivery and good governance Role of management forums for enhancing public delivery systems
6.	Methodology	<ul style="list-style-type: none"> Interactive Lecture Group discussion
7.	Duration	2 Days
8.	Expected Learning Outcome	<ul style="list-style-type: none"> Improved knowledge about the govt. policies and priorities of the LSGIs Improved motivation and skills

4. DNREG-Experiential Learning Series on Innovative Development Practices

1.	Program Title	Experiential Learning on Planning and Implementation of NREGS
2.	Rationale	NREGS is the most relevant scheme of the Central Govt. that can be utilized for the over all agricultural development of Kerala.
3.	Target Group	Presidents, Secretaries, Agricultural Officers, NREGA-overseers and elected representatives from each Grama Panchayat
4.	Objectives	<ol style="list-style-type: none"> To familiarize the participants with NREGS Act and laws To up-grade motivation and skills for effectively playing their roles
5.	Content	<ul style="list-style-type: none"> NREGA- vision and law Implementation aspects People's participation Integrating NREGs with other programs of LSGIs
6.	Methodology	<ul style="list-style-type: none"> Lecture Participatory Open forum Field visit Case study
7.	Duration	2 Days
8.	Expected Learning Outcome	<ul style="list-style-type: none"> Internalization of the goals and procedures of the NREGS Development of skills for effective implementation

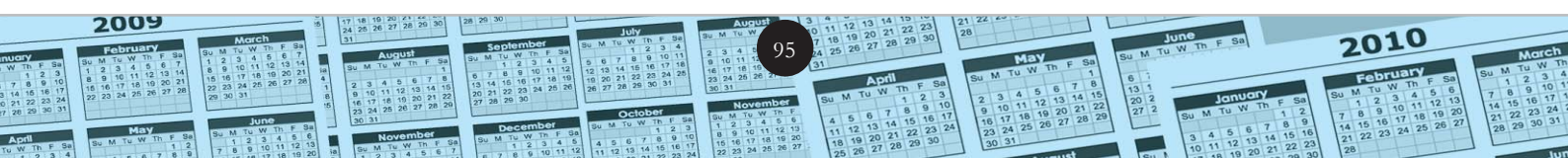


5. DPI- Training Programme on Plan Implementation and Participatory Monitoring

1.	Program Title	Training Programme on Plan Implementation and Monitoring
2.	Rationale	The quality of plan implementation needs to be improved.
3.	Target Group	Presidents, Standing Committee Chair-persons, Implementing Officers, Plan Clerk & and Help Desk members of LSGs
4.	Objectives	<ol style="list-style-type: none"> 1. To make the participants more conscious of their duties and responsibilities 2. To familiarize them with the Govt. directives concerning plan implementation 3. To enable them to develop skills for improved plan implementation
5.	Content	<ul style="list-style-type: none"> • Various plans and projects of LSGs • Methods and processes of plan implementation • Govt. directives concerning plan implementation • Roles and responsibilities of different actors
6.	Methodology	<ul style="list-style-type: none"> • Lecture • Group discussion
7.	Duration	2 Days
8.	Expected Outcomes	<ul style="list-style-type: none"> • Development of proper perspective on the plans and projects of LSGs • Clarity on the stages and processes of plan implementation • Clarity on each one's roles and responsibilities • Enhanced motivation and skill for improved performance

6. DDD- Training Programme on Dairy Development

1	Program Title	Training Programme on Dairy Development
2	Rationale	One of the topmost priorities of the 11th Plan is revitalization of the dairy sector. The agro-climatic conditions of the Palakkad and Wayanad districts is conducive to dairy development. The goal of higher yield demands serious capacity building inputs.
3	Target Group	Dairy Extension Officers, Dairy Field Instructors, Functionaries of Dairy Societies & Farmers of Palakad and Wayanad districts
4	Objectives	<ol style="list-style-type: none"> 1. To up-grade the knowledge and motivation levels of the participants 2. To facilitate the development of skills for formulating and implementing dairy development projects
5	Content	<ul style="list-style-type: none"> • Dairy development - status and developmental issues. • Food security - improved milk production through decentralized planning. • Roles and responsibilities of Implementing Officers and elected representatives
6	Methodology	<ul style="list-style-type: none"> • Interactive Lecture



		<ul style="list-style-type: none"> ● Group Discussion ● Field Visit
7	Duration	3 Days
8	Expected Outcomes	<ul style="list-style-type: none"> ● Development of insights on the scope and issues related top dairy development ● Role clarity ● Development of motivation and skills

7. DGS-Training Programme for Grama Sabha Facilitators

1	Program Title	Training for Grama Sabha Facilitators
2	Rationale	Grama Sabaha is the foundation of local governance. However, the current functioning of the Grama Sabhas leaves much room for improvement. With the introduction of new schemes such as the NRGES, the role of the G.S. has grown, demanding capacity development of the members. This is the role of the G.S. Facilitators, whose capacity should be developed first.
3	Target Group	Facilitators from each LSGI
4	Objectives	<ol style="list-style-type: none"> 1. To orient the participants on their roles and responsibilities 2. To strengthen their motivation and skills
5	Content	<ul style="list-style-type: none"> ● Philosophy & Vision of participatory Democracy. ● Philosophy of decentralized planning in L S G Is ● Guidelines ● Policies of Govt. in NREGS and Water-shed master-plan ● Functions of Grama Sabha ● Duties and Responsibilities of the facilitators
6	Methodology	<ul style="list-style-type: none"> ● Interactive Lecture ● Group Discussion ● Action Planning
7	Duration	2 Days
8	Expected Learning Outcome	<ul style="list-style-type: none"> ● Enhanced levels of knowledge and motivation ● Improved level of skills

8. DHD- Training Programme for Help Desk Members of Local Governments

1.	Program Title	Training Programme for Help Desk Members of Local Governments
2.	Rationale	Help Desk system has been functioning in the LSGIs since July 2007. Recently the Help Line services were extended to all LSGIs. Personnel in these services require systematic training
3.	Target Group	Help Desk Members
4.	Objectives	<ol style="list-style-type: none"> 1. To promote proper perspective on the roles and responsibilities of the participants



		2. To help develop appropriate skills for the effective discharge of their responsibilities
5.	Content	<ul style="list-style-type: none"> Local development and governance Policies and guidelines Good practices
6.	Methodology	<ul style="list-style-type: none"> Lecture Group discussion
7.	Duration	2 Days
8.	Expected Learning Outcomes	<ul style="list-style-type: none"> Development of proper perspective Improvement in skills

C. NATIONAL LEVEL TRAINING PROGRAMMES

NT1. Training on Decentralization and Participatory Poverty Alleviation Strategy

1	Program Title	Training on Decentralization and Participatory Poverty Alleviation Strategy
2	Target Group	Policy Makers, Administrators and Elected Representatives from different States
3	Rationale	Poverty alleviation still remains a major goal of local governance. Different states have made experiments in this and developed different approaches and models. Kerala has its unique experience, which is worth sharing with the other states. Meanwhile Kerala can learn from the experience of other states.
4	Objectives	<ol style="list-style-type: none"> To provide a forum for inter-state sharing of experiences in the area of poverty alleviation To promote revision and refinement of poverty alleviation strategies across the nation, so as to evolve more participatory and sustainable strategies
5	Contents	<ul style="list-style-type: none"> Poverty scenario in India, across the states Sharing of poverty alleviation strategies applied Kudumbasree model of poverty alleviation How to refine and improve the strategies and tools
6	Methodology	<ul style="list-style-type: none"> Interactive Lecture Brainstorming Group Discussion Field visit
7	Duration	5 Days
8	Expected Outcomes	<ul style="list-style-type: none"> Insights developed on the magnitude and complexities of persisting poverty in India Familiarization with different approaches and strategies Development of insights on designing more effective strategies and methods of poverty alleviation



NT2. Advanced Training on Decentralization, Participatory Planning and Monitoring

1	Program Title	Advanced training on participatory Planning and Monitoring
2	Target Group	Policy makers and Functionaries of ULBs of different States in India
3	Rationale	There is growing need as well as demand for capacity building in participatory planning and monitoring and KILA has rich experience in the matter.
4	Objectives	<ol style="list-style-type: none"> 1 To familiarize the participants with the Urban Governance system in India 2 To facilitate understanding on the process of effective participative planning 3 To build up capacity in participatory monitoring 4 To promote understanding on social audit for ensuring accountability 5 To familiarize the participants with the tools of accountability
5	Contents	<ul style="list-style-type: none"> ● Urban Local Governance in India ● Participatory Planning ● Participatory Monitoring ● Social Accountability ● Tools for Accountability
6	Methodology	<ul style="list-style-type: none"> ● Interactive Presentation ● Group Discussion ● Field Visit ● Action Planning
7	Duration	5 Days
8	Expected Outcomes	<ul style="list-style-type: none"> ● Officials and functionaries of ULBs will become familiarized with the process of participatory planning and monitoring ● Back in their respective states, the participants will promote participatory approaches in planning and monitoring.

NT3. Exposure to Kerala's Experience on Planning and Implementation of NRGES

1	Program Title	Exposure to Kerala's Experience on Planning and Implementation of NRGES
2	Target Group	LSGI delegates from other states
3	Rationale	Kerala has evolved good practices and replicable models, which can be shared with the delegates from other states.
4	Objective	To enable the participants to develop insights on improving the implementation of NREGA
5	Contents	<ul style="list-style-type: none"> ● Kerala approach and implementation process of NREGA ● SWOT analysis ● Good practices



6	Methodology	<ul style="list-style-type: none"> ● Presentation ● Group discussion ● Field visit and interaction with the beneficiaries and implementers
7	Duration	3 Days
8	Expected Outcomes	<ul style="list-style-type: none"> ● Fresh learning and insights on improved ways of implementing NREGA ● Emergence of new paradigms and plans for adopting in one's own state

NT4. Advanced training on Decentralization, Participatory Planning and Implementation

1	Program Title	Advanced training in Participatory Planning and Local Governance
2	Target Group	LSGI delegates from other states
3	Rationale	Kerala has evolved good practices and replicable models in the area of participatory planning and local governance, which can be usefully shared with the delegates from other states
4	Objective	To enable the participants to learn from Kerala experience and develop insights on improved methods of participatory planning and local governance
5	Contents	<ul style="list-style-type: none"> ● Kerala's experience in participatory planning and local governance ● Field visit and interaction
6	Methodology	<ul style="list-style-type: none"> ● Presentation ● Group discussion ● Field visit and interaction with PRI functionaries and the people
7	Duration	5 Days
8	Expected Outcomes	<ul style="list-style-type: none"> ● Fresh learning and insights based on Kerala's experience ● Emergence of new paradigms and plans for adopting in one's own state

NT5. Advanced training on Social Audit and Social Accountability in Local Governance

1	Program Title	Advanced training on Social Audit and Social Accountability
2	Target Group	Policy makers, Administrators and Elected Representatives from different States
3	Rationale	Social audit has become inseparable from decentralized democratic governance. However, the practice is in its infancy and needs to be nurtured and strengthened. Kerala is one among the few states, which have made inroads in this field. Sharing



		our experience and learning from other states will be highly beneficial for all the participants.
4	Objectives	<ol style="list-style-type: none"> To promote learning from experience sharing in the area of social audit across the nation To promote the search for effective forms and methods of social audit among the participants
5	Contents	<ul style="list-style-type: none"> Social audit as integral part of social accountability Sharing the experience of different states Field visit and observation of social audit in action
6	Methodology	<ul style="list-style-type: none"> Lecture Group sharing Group discussion Field visit, interaction with the people and observation
7	Duration	3 Days
8	Expected Outcomes	<ul style="list-style-type: none"> Development of insights on the factors contributing to success in social audit Enhanced conceptual clarity as well as motivation for searching and experimenting with improved methods

D. INTERNATIONAL LEVEL TRAININGS

INT1. Training on Democratic Decentralization, Participatory Planning and Local Governance

1	Program Title	Training on Participatory Democratic Decentralization, Participatory Planning and Local Governance
2	Target Group	National level Policy makers, Administrators and Elected Representatives from different Countries
3	Rationale	There is growing demand world-wide, particularly from the South-Asian region, for learning from Kerala's rich experience in the field of democratic decentralization and local governance. KILA is getting acknowledged as an international center of excellence in this area.
4	Objectives	<ol style="list-style-type: none"> To promote cross fertilization of learning through sharing the experience of various countries in participatory democracy and local governance To disseminate Kerala's experience in this field and invite critical comments from participants from other countries, with a view to fine-tuning our strategies
5	Contents	<ul style="list-style-type: none"> 73rd and 74th Constitutional Amendments Decentralisation in various Indian States Eleventh Five Year Plan and local governance Programs for the inclusion of the marginalized sections Tools for transparency and accountability in local governance 'Kudumbashree' (Women's Self-Help Group) initiatives for



		gender mainstreaming and poverty reduction in Kerala. <ul style="list-style-type: none"> ● Asraya (destitute rehabilitation) program ● Best practices visit
6	Methodology	<ul style="list-style-type: none"> ● Participatory and interactive sessions ● Experience sharing ● Interaction with elected representatives and beneficiaries ● Field visit to best performing local governments
7	Duration	7 Days
8	Expected Outcomes	<ul style="list-style-type: none"> ● Development of fresh learning in the area of promoting participatory democracy and local governance ● Reinforcement of commitment for applying participatory methods for poverty alleviation

E. WORKSHOPS AND CONSULTATION MEETINGS

1. STATE LEVEL

SWS1. Gender and Local Development - Bottlenecks and Solutions

1	Program Title	Gender and Development - Bottlenecks and Solutions
2	Target Group	LSGI functionaries
3	Rationale	Only a gender-sensitive approach can lead to equitable and sustainable social development
4	Objective	To promote consensus among the participants regarding the need for and methods of local development with gender equity
5	Contents	<ul style="list-style-type: none"> ● Gender dimensions of local development ● Prevailing situation- issues ● Options and solutions
6	Methodology	<ul style="list-style-type: none"> ● Presentation ● Group discussion
7	Duration	2 Days
8	Expected Outcomes	<ul style="list-style-type: none"> ● Clarity on the need for a gender-sensitive mode of local development ● Consensus on a common approach for furthering gender equity in local development

SWS2. Natural Resource Management and Food Security- Challenges and Options

1	Program Title	Natural Resource Management and Food Security- Challenges and Options
2	Target Group	LSGI functionaries
3	Rationale	Food security is closely linked to the management of the natural



		resources of soil, water and bio-mass. But the natural resources are getting fast depleted. In this context it is important to discuss the challenges and options and arrive at consensus on what could still be done.
4	Objective	To promote consensus on what the local governments can do to conserve natural resources for ensuring food security
5	Content	<ul style="list-style-type: none"> ● Status of natural resources in the state ● Link between natural resources and food security ● Suggestions for conserving natural resources
6	Methodology	<ul style="list-style-type: none"> ● Presentation ● Group discussion
7	Duration	2 Days
8	Expected Outcomes	<ul style="list-style-type: none"> ● Consensus on what the local governments can do to strengthen natural resource conservation with a view to furthering food security in the state

SWS3. Livestock and Dairy Development and Local Economic development - Openings and Opportunities

1	Program Title	Livestock and Dairy Development and Local Economic development - Openings and Opportunities
2	Target Group	Key LSGI functionaries
3	Rationale	Livestock management has tremendous potential in promoting local economic development. However, the opportunities have not been adequately explored and exploited.
4	Objective	To build consensus on what the local governments can do to speed up local economic development through promotion of livestock management
5	Contents	<ul style="list-style-type: none"> ● Opportunities for livestock management in Kerala ● Suggestions for promoting livestock rearing for economic improvement
6	Methodology	<ul style="list-style-type: none"> ● Presentation ● Group discussion
7	Duration	2 Days
8	Expected Outcomes	<ul style="list-style-type: none"> ● Consensus on what the local governments can do to promote livestock rearing as a measure for strengthening local economy

SWS4. Decentralization and Local Government Reforms

1	Program Title	Good Governance and Local Government Reforms
2	Target Group	Key LSGI functionaries
3	Rationale	Decentralization was promoted for good governance. However, good governance does not automatically result from



		decentralization. Local government reforms must be aligned with the norms of good governance.
4	Objective	To facilitate consensus building on strengthening good governance through local government reforms
5	Contents	<ul style="list-style-type: none"> ● New vision of good governance in the context of decentralization ● Local governance reforms
6	Methodology	<ul style="list-style-type: none"> ● Presentation ● Group discussion
7	Duration	2 days
8	Expected Outcomes	<ul style="list-style-type: none"> ● Consensus on how to apply local government reforms for improving the quality of local governance

SWS5. Human Development of SC/ST Communities and Local Planning

1	Program Title	Human Development of SC/ST Communities and Local Planning
2	Target Group	Key LSGI functionaries
3	Rationale	The pace of human development of SC/ST communities has been and remains unacceptably slow. This concern needs to be more seriously incorporated into local planning.
4	Objective	To facilitate consensus building on incorporating human development of SC/ST communities into the local plans
5	Contents	<ul style="list-style-type: none"> ● Human development status of SC/ST communities ● Critical review of past policies and programs in this area ● Suggestions for remedying the situation and speeding up the human development of SC/ST communities
6	Methodology	<ul style="list-style-type: none"> ● Presentation ● Group discussion
7	Duration	2 Days
8	Expected Outcomes	<ul style="list-style-type: none"> ● Consensus on measures to be initiated to speed up the human development of SC/ST communities

II. NATIONAL LEVEL

NWS1. Regional Workshop on “ Local Governance in India: The way Forward”

1	Program Title	Regional Workshop on “ Local Governance in India: “The way Forward”
2	Target Group	LSGI delegates from different states
3	Rationale	Local governance has registered different levels of achievement across the states of India. It is worthwhile comparing the situations, strategies and results of various states and regions.

		The movement cannot be static, it has to move forward. Sharing of experience and consensus building will help improve strategies.
4	Objective	To facilitate consensus building on the 'way forward'
5	Contents	<ul style="list-style-type: none"> ● Status of local governance in different sates - comparative analysis ● Emerging issues and challenges ● Way forward- suggestions
6	Methodology	<ul style="list-style-type: none"> ● Presentation ● Group discussion
7	Duration	2 Days
8	Expected Outcomes	<ul style="list-style-type: none"> ● Identification of strengths and weaknesses in different sates and regions ● Emergence of consensus on the way forward

NWS2. Community Participation and Social Accountability in Planning an Implementation of NREGS

1	Program Title	Community Participation and Social Accountability in Planning an Implementation of NREGS
2	Target Group	Key LSGI delegates from different states
3	Rationale	The LSGIs can play important roles in planning and implementing the NREGS and making it increasingly participatory. Sharing the experience and learnings of different states can be very useful for value-addition.
4	Objective	To promote participatory learning among the participants on methods and processes of strengthening community participation and ensuring social accountability in the implementation of NREGS
5	Contents	<ul style="list-style-type: none"> ● Experience of different states in the implementation of NREGA ● Good practices of community participation and social accountability ● Suggestions for improvement ● Field visit and interaction
6	Methodology	<ul style="list-style-type: none"> ● Presentation ● Group discussion ● Field visit and interaction
7	Duration	2 Days
8	Expected Outcomes	<ul style="list-style-type: none"> ● Insights on the factors promoting community participation and ensuring social accountability in NREGS



NWS3. Change Management in Panchayat Governance

1	Program Title	Change Management in Panchayat Governance
2	Target Group	Key LSGI delegates from different states
3	Rationale	Changes are bound to happen along the road to improved forms of local governance. Introduction and management of changes need to be rationalized.
4	Objective	To facilitate the development of insights on the best methods of introducing changes in Panchayat governance
5	Contents	<ul style="list-style-type: none"> • Status of Panchayat governance in different states and regions- comparative analysis • Changes needed • Methodology of introducing changes
6	Methodology	<ul style="list-style-type: none"> • Presentation • Group discussion
7	Duration	2 Days
8	Expected Outcomes	<ul style="list-style-type: none"> • Learnings on judicious ways of introducing and managing changes in local governance

NWS4. Gender and Local Development - Bottlenecks and Solutions

1	Program Title	Gender and Local Development - Bottlenecks and Solutions
2	Target Group	Key LSGI delegates from different states
3	Rationale	Despite genuine efforts at mitigation, gender prejudices and inequities persist across the nation. It will be very useful for the delegates from different states to sit together and reflect on the factors responsible for this and devise ways and means of removing the obstacles and moving ahead.
4	Objective	To stimulate consensus building on the strategies to be adopted for achieving greater gender balance and equity in our local development endeavors
5	Contents	<ul style="list-style-type: none"> • Experience of different states - comparative analysis • Emerging patterns and common issues • The way forward- suggestions
6	Methodology	<ul style="list-style-type: none"> • Presentation • Group discussion
7	Duration	2 Days
8	Expected Outcomes	<ul style="list-style-type: none"> • Consensus on approaches and strategies for ensuring better results of gender balance in local development



NWS5. Natural Resource Management and Food Security - Challenges and Options

1	Program Title	Natural Resource Management and Food Security - Challenges and Options
2	Target Group	Key LSGI delegates from different states
3	Rationale	Food security is closely linked to the management of the natural resources of soil, water and bio-mass. The natural resources are getting fast depleted. In this context it is important to discuss the challenges and options and arrive at consensus on what could still be done.
4	Objective	To promote consensus on what the local governments can do to conserve natural resources for ensuring food security
5	Contents	<ul style="list-style-type: none"> • Status of natural resources in the country • Link between natural resources and food security • Experience of different states • Suggestions for conserving natural resources
6	Methodology	<ul style="list-style-type: none"> • Presentation • Group discussion • Field visit
7	Duration	3 Days
8	Expected Outcomes	<ul style="list-style-type: none"> • Consensus on what the local governments can do to strengthen natural resource conservation with a view to furthering food security in the country

III. INTERNATIONAL LEVEL

INWS1. International Workshop on “Local Governance in India: The way Forward” for South-Asia Region

1	Program Title	International Workshop on “ Local Governance in India: The way Forward” for South-Asia Region
2	Target Group	LSGI delegates from different countries
3	Rationale	Local governance has registered different levels of achievement across the countries in South-Asia. It is worthwhile comparing the situations, strategies and results of various countries and regions. The movement cannot be static, it has to move forward. Sharing of experience and consensus building will help improve strategies.
4	Objective	To facilitate consensus building on the ‘way forward’
5	Contents	<ul style="list-style-type: none"> • Status of local governance in different countries - comparative analysis • Emerging issues and challenges • Way forward- suggestions



6	Methodology	<ul style="list-style-type: none"> ● Presentation ● Group discussion
7	Duration	2 Days
8	Expected Outcomes	<ul style="list-style-type: none"> ● Identification of strengths and weaknesses in different countries and regions ● Emergence of consensus on the way forward

INWS2. International Workshop on Community Participation and Social Accountability in Poverty Alleviation Programs

1	Program Title	International Workshop on Community Participation and Social Accountability in Poverty Alleviation Programs
2	Target Group	LSGI delegates from different countries
3	Rationale	The LSGIs can play important roles in planning and implementing poverty alleviation programs and making them increasingly participatory. Sharing the experience and learnings of different countries can be very useful for value-addition.
4	Objective	To promote participatory learning among the participants on methods and processes of strengthening community participation and ensuring social accountability in the implementation of poverty alleviation programs
5	Contents	<ul style="list-style-type: none"> ● Experience of different countries in the implementation of poverty alleviation programs ensuring community participation and social accountability ● Suggestions for improvement ● Field visit and interaction
6	Methodology	<ul style="list-style-type: none"> ● Presentation ● Group discussion ● Field visit and interaction
7	Duration	2 Days
8	Expected Outcomes	<ul style="list-style-type: none"> ● Insights on the factors promoting community participation and ensuring social accountability in poverty alleviation programs



PART III - TRAINING CALENDER

TRAINING CALENDER - APRIL 2009

Sl.No.	Name of the Programme	Date of the Programme	Expected No. of Participants	venue
1	Training to Local Fund Audit Team	30-Mar-09	60	KILA
2	Workshop of Dhan Foundation to NGO Functionaries	2-Apr-09	50	KILA
3	Training on Extension Activities - Module Preperation	3-Apr-09	10	KILA
4	Workshop on Decentralised Training Management	4-Apr-09	20	KILA
5	Module Design Workshop for the Training of newly recruitess secretary & Ministerial Staff	7-Apr-09	22	KILA
6	Training to Local Fund Audit Team	20-Apr-09	60	KILA
7	Workshop on Front office Management - Thrissur District	20-Apr-09	400	KILA
8	Workshop on Front office Management - State Level Workshop	21-Apr-09	40	KILA
9	Training of Trainers for the Training of Gender & Development	21-Apr-09	30	KILA
10	Workshop on Budget Formulation	22-Apr-09	15	KILA
11	Training conducted by Akshaya	23-Apr-09	40	KILA
12	Instructional Capacity Workshop	24-Apr-09	15	KILA
13	Review workshop of Training for Urban Ministerial Staff	25-Apr-09	10	KILA
14	NIAR of LBS Academy Workshop	24-Apr-09	25	KILA
15	Material Preperation workshop for Budget Formulation Training	26-Apr-09	20	KILA
16	Training on Project Management	27-Apr-09	75	KILA
17	Training to Local Fund Audit Team	27-Apr-09	60	KILA
18	Gender Status Study and Creating Data Base for Gender Planning - Training of Trainers	27-Apr-09	100	KILA
19	Study Tour of the team from West Bengal	27-Apr-09	30	KILA
20	Capacity Development Training for Urban Governance - Workshop	28-Apr-09	20	KILA
21	Refresher Training of Trainers on AIDS control Project	30-Apr-09	50	KILA
22	Workshop on 11th Plan to ULB Chairman and Vice Chairman	30-Apr-09	100	KILA



TRAINING CALENDER - MAY 2009

Sl.No.	Name of the Programme	Date of the Programme	Expected No. of Participants	Venue
1	Training to Local Fund Audit Team	4-May-09	60	KILA
2	Women Component Plan (WCP) - Training of Trainers	4-May-09	40	KILA
3	Study Tour of the team from West Bengal	4-May-09	30	KILA
4	Training on Plan Plus - Software for Plan Monitoring (BRGF)	4-May-09	50	KILA
5	DRG Residential Training for Higher Secondary Teachers (DIET)	4-May-09	60	KILA
6	Capacity Development Training for Urban Governance - Module Design Workshop	5-May-09	20	KILA
7	Training of Kudumbhasree	7-May-09	40	KILA
8	Study Tour of the team from West Bengal	11-May-09	30	KILA
9	Students Extension Programme for Students of SCMS	11-May-09	40	KILA
10	Training to Local Fund Audit Team	12-May-09	60	KILA
11	Training of Higher Secondary School Teachers by SCERT	12-May-09	40	KILA
12	Training of Higher Secondary School Teachers by SCERT	12-May-09	25	KILA
13	Training of Trainers for the Training of Grama Sabha Facilitators on Effective Conduct of Grama Sabhas	13-May-09	150	KILA
14	Training on E-Krishi to resource persons conducted by Akshaya	13-May-09	75	KILA
15	Workshop for the Training of Performance Audit Team	14-May-09	15	KILA
16	Workshop on Pre-service Training for Grama Panchayat Officials	15-May-09	25	KILA
17	Training on MYRADA	15-May-09	30	KILA
18	Training of Trainers for the Training of Grama Sabha Facilitators on Effective Conduct of Grama Sabhas	13-May-09	100	KILA
19	Workshop on Natural Resource Management	18-May-09	30	KILA
20	Training to Local Fund Audit Team	18-May-09	60	KILA
21	Workshop on 11th plan to Voluntary Workers	19-May-09	100	KILA
22	Technical Training Camp for officials of IIHT, Salem	20-May-09	30	KILA
23	Workshop on Digitisation of Asset Register	20-May-09	10	KILA
24	PRI Training to Functionaries of LSGI in Thrissur District by KSACS	22-May-09	50	KILA



25	Training on E-Krishi to resource persons conducted by Akshaya	23-May-09	23-May-09	35	KILA
26	Training Programme for Grama Sabha Facilitators on Effective Conduct of Grama Sabhas	23-May-09	24-May-09	118	KILA
27	Training to Local Fund Audit Team	25-May-09	29-May-09	60	KILA
28	Module Revalidation Workshop for the Training of Grama Sabha Facilitators on Effective Conduct of Grama Sabhas	26-May-09	26-May-09	10	KILA
29	Action Research	30-May-09	30-May-09	204	District Level
30	Training on HIV/AIDS control to Panchayat Functionaries	27-May-09	27-May-09	36	District Level
31	Training on HIV/AIDS control to Panchayat Functionaries	20-May-09	20-May-09	28	District Level
32	Training on HIV/AIDS control to Panchayat Functionaries	23-May-09	23-May-09	30	District Level
33	Training on HIV/AIDS control to Panchayat Functionaries	25-May-09	25-May-09	40	District Level
34	Training on HIV/AIDS control to Panchayat Functionaries	29-May-09	29-May-09	45	District Level
35	Training on HIV/AIDS control to Panchayat Functionaries	30-May-09	30-May-09	44	District Level



TRAINING CALENDER - JUNE 2009				
Sl.No.	Name of the Programme	Date of the Programme	Expected No. of Participants	Venue
1	Workshop on Natural Resource Management by KILA/SIRD	2-Jun-09	25	KILA
2	Training on Plan Plus - Software for Plan Monitoring (BRGF)	4-Jun-09	40	KILA
3	Research Review Workshop for Researchers	4-Jun-09	20	KILA
4	Training Programme for Grama Sabha Facilitators on Effective Conduct of Grama Sabhas	6-Jun-09	30	KILA
5	Sales Meeting for the Staff of Elite Group	6-Jun-09	50	KILA
6	Workshop on Front Office management - Thrissur District	6-Jun-09	60	KILA
7	Training of Trainers for the Training of Grama Sabha Facilitators	8-Jun-09	30	KILA
8	Training for Grama Sabha Facilitators - Palakkad & Thrissur	8-Jun-09	100	KILA
9	Training to Local Fund Audit Team	8-Jun-09	200	KILA
10	Module Design Workshop for the Training of Women Councillors of ULBs	8-Jun-09	15	KILA
11	TESM Convenors Regional Meeting (EEC Meeting)	9-Jun-09	80	KILA
12	Training Programme on Local Plann	9-Jun-09	40	KILA
13	Workshop for the preparation of Panchayat Manual	11-Jun-09	10	KILA
14	Module Design Workshop for the Training of Local fund Accounts Committee	11-Jun-09	20	KILA
15	Handbook preparation Workshop for the training of the Officials of ULBs	11-Jun-09	10	KILA
16	Training on Plan Formulation of Urban Local Governments	11-Jun-09	60	KILA
17	Training of Trainers for the Training on Annual Plan Formulation	12-Jun-09	60	KILA
18	Workshop on the Training of Social Security Working Group Training	13-Jun-09	35	KILA
19	Inservice Training to Dy. Directors of Local Fund Audit	15-Jun-09	60	KILA
20	Training on Plan Formulation for Urban Local Bodies	15-Jun-09	43	KILA
21	U.N Solution Exchange Workshop	16-Jun-09	40	KILA
22	Preparation of IDDP & LDP for Thrissur District	16-Jun-09	100	KILA
23	Training of Trainers for the Training on Watershed and Public Works Working Group	16-Jun-09	200	KILA
24	Training on Plan Formulation for Urban Local Bodies	17-Jun-09	60	KILA
25	Front Office management - Review Workshop	17-Jun-09	30	KILA
26	Training of Trainers for the Training on Plan Formulation for PRIs	18-Jun-09	300	KILA
27	Front Office management - Review Workshop	18-Jun-09	25	KILA



28	Training on Plan Formulation for Urban Local Bodies	19-Jun-09	20-Jun-09	60	KILA
29	Training of Trainers for the S.C Colony Base Survey	19-Jun-09	20-Jun-09	100	KILA
30	Workshop - Food Security, Livestock and Dairy Development	22-Jun-09	22-Jun-09	10	KILA
31	Training on Plan Formulation for Urban Local Bodies	22-Jun-09	23-Jun-09	60	KILA
32	Training Programme on Performance Auditing and Performance Improvement of Panchayats	23-Jun-09	26-Jun-09	50	KILA
33	Management Development Programme for Deputy Directors and Assistant Directors of Panchayat for Panchayat Officials	23-Jun-09	25-Jun-09	30	KILA
34	IIHT Training	25-Jun-09	29-Jun-09	30	KILA
35	Computer Training to the functionaries of LSGI	24-Jun-09	24-Jun-09	30	KILA
36	Training on Plan Formulation to working group members - Thrissur District	25-Jun-09	26-Jun-09	200	KILA
37	Computer Training to the Engineering staff of LSGI	26-Jun-09	26-Jun-09	25	KILA
38	Action Research Workshop	26-Jun-09	27-Jun-09	80	KILA
39	Consultation Workshop on Food Security, Live Stock and Diary Development	27-Jun-09	27-Jun-09	70	KILA
40	Computer Training to the Engineering staff of LSGI	27-Jun-09	27-Jun-09	25	KILA
41	Workshop on Animal Husbandary & Dairy Development	29-Jun-09	29-Jun-09	10	KILA
42	Computer Training to the Engineering staff of LSGI	29-Jun-09	29-Jun-09	25	KILA
43	Computer Training to the Engineering staff of LSGI	30-Jun-09	30-Jun-09	25	KILA
44	Action Research Workshop	29-Jun-09	30-Jun-09	59	Regional
45	Action Research Workshop	18-Jun-09	18-Jun-09	81	Regional
46	Discussion on Oommen Committee Report	19-Jun-09	20-Jun-09	48	Regional
47	Training on HIV/AIDS control to Panchayat Functionary	5-Jun-09	5-Jun-09	53	District
48	Training on HIV/AIDS control to Panchayat Functionary	3-Jun-09	3-Jun-09	38	District
49	Training on HIV/AIDS control to Panchayat Functionary	4-Jun-09	4-Jun-09	40	District
50	Training on HIV/AIDS control to Panchayat Functionary	6-Jun-09	6-Jun-09	40	District
51	Training on HIV/AIDS control to Panchayat Functionary	1-Jun-09	1-Jun-09	49	District
52	Training on HIV/AIDS control to Panchayat Functionary	2-Jun-09	2-Jun-09	40	District



TRAINING CALENDER - JULY 2009

Sl.No.	Name of the Programme	Date of the Programme	Expected No. of Participants	Venue
1	Computer Training to the Engineering staff of LSGI	1-Jul-09	25	KILA
2	Action Research	1-Jul-09	60	KILA
3	Computer Training to the Engineering staff of LSGI	2-Jul-09	25	KILA
4	Computer Training to the Engineering staff of LSGI	3-Jul-09	25	KILA
5	IIHT Training	4-Jul-09	30	KILA
6	Training of Trainers for the training to TAG members	3-Jul-09	300	KILA
7	Training of Trainers for the training to TAG members	4-Jul-09	300	KILA
8	SC Survey - Training of Trainers	6-Jul-09	100	KILA
9	SCMS - Computer Training Programme for faculties	6-Jul-09	20	KILA
10	Workshop on the Training of Local Fund Accounts Committee	7-Jul-09	10	KILA
11	Workshop on Pre-service Training for Grama Panchayat Officials	8-Jul-09	10	KILA
12	Sensitisation Programme on issues concerning women for PRI Members	7-Jul-09	34	KILA
13	Workshop on Social Audit for KILA	9-Jul-09	25	KILA
14	SC Survey - Training of Trainers - Palakkad District	9-Jul-09	100	KILA
15	Workshop on Accounts Rules to the faculties	11-Jul-09	10	KILA
16	Official Meeting for the Trainers of IT@School project, GoK	11-Jul-09	200	KILA
17	Visit of World Bank Team	13-Jul-09	5	KILA
18	Training of SC Survey - Palakkad District	15-Jul-09	120	KILA
19	TNA Workshop for PRI Members Training	14-Jul-09	40	KILA
20	Training to Welfare Standing Committee Chairpersons	16-Jul-09	60	KILA
21	Front Office management - District level declaration of Thrissur District	18-Jul-09	900	KILA
23	Grama Panchayat Accounting Rules - Workshop	19-Jul-09	6	KILA
22	Computer Training to the Engineering staff of LSGI	19-Jul-09	25	KILA
24	Computer Training to the Engineering staff of LSGI	20-Jul-09	25	KILA
25	U.N.D.P Programme Review Workshop	20-Jul-09	20	KILA
26	Review Workshop of WG/TAG Training	20-Jul-09	30	KILA
27	Module Finalisatin Workshop on PRI Members Training	20-Jul-09	3	KILA
28	Training to LSGD Engineers and Oversears	22-Jul-09	40	KILA
29	Workshop - Energy Security Mission	22-Jul-09	60	KILA
30	Grama Panchayat Accounting Rules - Workshop	24-Jul-09	30	KILA
31	Workshop on Pre-service Training for Grama Panchayat Officials	25-Jul-09	10	KILA
32	Training to Grama Sabha Facilitators -Palakkad Dt.	25-Jul-09	75	KILA
33	Participatory Learning Series - Coconut Production	18-Jul-09	254	Regional



TRAINING CALENDER - AUGUST 2009

Sl.No.	Name of the Programme	Duration	Date of the Programme	Expected No. of Participants	Venue
1	Pre Service Training to Newly Recruited Office Staff of Ministerial Staff	6	3-8	50	KILA
2	Pre Service Training to Newly Recruited Office Staff of Ministerial Staff	6	24-31	50	KILA
3	Training on Legislative Accountability and Followup Action on Audit Reprints	1	4	50	Regional
4	Training on Legislative Accountability and Followup Action on Audit Reprints	1	11	50	Regional
5	Training on Legislative Accountability and Followup Action on Audit Reprints	1	14	50	Regional
6	Training on Legislative Accountability and Followup Action on Audit Reprints	1	18	50	Regional
7	Training on Legislative Accountability and Followup Action on Audit Reprints	1	21	50	Regional
8	Training on Legislative Accountability and Followup Action on Audit Reprints	1	25	50	Regional
9	Training Programme on Gender Status Study and Creating Data Base for Gender Planning	2	21-22	100	KILA
10	Training Programme on Gender Status Study and Creating Data Base for Gender Planning	2	27-28	100	KILA
11	Exposure learning on Innovative Practices in Local Development	2	25-26	100	KILA
12	Exposure learning on Innovative Practices in Local Development	3	30-31	100	KILA
13	Training Preparation of Watershed Master Plan	2	5-6	100	KILA
14	Training Preparation of Watershed Master Plan	2	12-13	100	KILA
15	Training Preparation of Watershed Master Plan	2	19-20	100	District Level
16	Training to Grama Sabha Facilitators	2	7-8	200	District Level
17	Training Preparation of Watershed Master Plan	2	19-20	200	District Level
18	Training to ULBS Functionaries in Urban Governance	3	19-21	60	KILA
19	Training to ULBS Functionaries in Urban Governance	3	26-28	60	KILA
20	Training to Ministerial Staff of ULBS	3	21-23	60	KILA
21	Training to Ministerial Staff of ULBS	3	29-31	60	KILA
22	Training on City Development Plan for ULBS	3	4-6	60	KILA
23	Training on City Development Plan for ULBS	3	12-14	60	KILA
24	Training on City Development Plan for ULBS	3	29-31	60	KILA
25	Plan Implementation Training	2	17-18	200	District Level
26	Plan Implementation Training	2	21-22	200	District Level
27	Plan Implementation Training	2	24-25	200	District Level
28	Plan Implementation Training	2	30-31	200	District Level
29	Front Office Management - District Declaration	1	1	600	District Level
30	Front Office Management - District Declaration	1	4	600	District Level
31	Front Office Management - District Declaration	1	5	600	District Level
32	Front Office Management - District Declaration	1	7	600	District Level
33	Front Office Management - District Declaration	1	10	600	District Level
34	Front Office Management - District Declaration	1	11	600	District Level



TRAINING CALENDER - SEPTEMBER 2009

Sl.No.	Name of the Programme	Duration	Date of the Programme	Expected No. of Participants	Venue
1	Pre Service Training to Newly Recruited Office Staff of Grama Panchayats	6	14-20	50	KILA
2	Pre Service Training to Newly Recruited Office Staff of Grama Panchayats	6	22-28	50	KILA
3	Induction Training Programme for Newly Recruited Accountants of Panchayats	14	7-20	100	Regional
4	Training Programme on Gender Status Study and Creating Data Base for Gender Planning	2	8-9	100	KILA
5	Training Programme on Gender Status Study and Creating Data Base for Gender Planning	2	14-15	100	KILA
6	Training Programme on Gender Status Study and Creating Data Base for Gender Planning	2	23-24	100	KILA
7	Training Programme on Gender Status Study and Creating Data Base for Gender Planning	2	9-10	100	KILA
8	Training Preparation of Watershed Master Plan	2	7-8	100	KILA
9	Exposure learning on Replicable Good Practices	2	9-10	100	KILA
10	Training Preparation of Watershed Master Plan	2	16-17	100	KILA
11	Training Preparation of Watershed Master Plan	3	8-10	60	KILA
12	Training to ULBS Functionaries in Urban Governance	3	16-18	61	KILA
13	Training to ULBS Functionaries in Urban Governance	3	23-25	62	KILA
14	Training to ULBS Functionaries in Urban Governance	3	29- Oct.1	60	KILA
15	Training to Ministerial Staff of ULBS	3	14-16	60	KILA
16	Training to Ministerial Staff of ULBS	3	22-24	60	KILA
17	Training on City Development Plan for ULBS	3	17-19	60	KILA
24	Training Programme on Improving Effectiveness in Office Management of Panchayats	2	7-8	100	KILA
25	Training Programme on Improving Effectiveness in Office Management of Panchayats	2	14-15	100	KILA
26	Training Programme on Improving Effectiveness in Office Management of Panchayats	2	17-18	100	KILA
27	Training Programme on Improving Effectiveness in Office Management of Panchayats	2	22-23	100	KILA
28	Training Programme on Improving Effectiveness in Office Management of Panchayats	2	25-26	100	KILA
29	Training Programme on Improving Effectiveness in Office Management of Panchayats	2	29-30	100	KILA
30	Training on property tax reforms to ULBS	2	9-11	75	KILA
31	Training on property tax reforms to ULBS	2	18-20	75	KILA



TRAINING CALENDER - OCTOBER 2009

Sl.No.	Name of the Programme	Duration	Date of the Programme	Expected No. of Participants	Venue
1	Training on City Development Plan Formulation for ULB Functionaries	3	6-8	60	KILA
2	Training on City Development Plan Formulation for ULB Functionaries	3	7-9	60	KILA
3	Training Programme on Improving Effectiveness in Office Management of Panchayats	2	5-6	100	KILA
4	Training Programme on Improving Effectiveness in Office Management of Panchayats	2	8-9	100	KILA
5	Training Programme on Improving Effectiveness in Office Management of Panchayats	2	12-13	100	KILA
6	Training Programme on Improving Effectiveness in Office Management of Panchayats	2	15-16	100	KILA
7	Training Programme on Improving Effectiveness in Office Management of Panchayats	2	19-20	100	KILA
8	Training Programme on Improving Effectiveness in Office Management of Panchayats	2	23-24	100	KILA
9	Training Programme on Improving Effectiveness in Office Management of Panchayats	2	26-27	100	KILA
10	Training Programme on Improving Effectiveness in Office Management of Panchayats	2	30-31	100	KILA
11	Management Development Programme for Deputy Directors and Assistant Directors of Panchayat for Panchayat Officials	3	8-10	30	KILA
12	Training Programme on Budget Formulation and Budgetary Control for Panchayat Functionaries	3	12-14	50	KILA
13	Training Programme on Budget Formulation and Budgetary Control for Panchayat Functionaries	3	19-21	50	KILA
14	Training Programme on Budget Formulation and Budgetary Control for Panchayat Functionaries	3	26-28	50	KILA
15	Training on Gender Planning, Budgeting and Auditing	2	2-3	100	KILA/District
16	Training on Gender Planning, Budgeting and Auditing	2	6-7	100	KILA/District
17	Training on Gender Planning, Budgeting and Auditing	2	27-28	100	KILA/District
18	Training on Gender Planning, Budgeting and Auditing	2	5-6	100	KILA/District
19	Training on Gender Planning, Budgeting and Auditing	2	15-16	100	KILA/District
20	Training on Gender Planning, Budgeting and Auditing	2	23-24	100	KILA/District
21	Training on Gender Planning, Budgeting and Auditing	2	30-31	100	KILA/District
22	Training in improved Dairy Management focusing on Food Security	2	9-10	200	District Level
23	Training in improved Dairy Management focusing on Food Security	2	19-20	200	District Level



24	Training in improved Dairy Management focusing on Food Security	2	29-30	200	District Level
25	Training for Extension Officers in Extension Management	2	12-14	100	KILA
26	Training for Extension Officers in Extension Management	2	21-23	100	KILA
27	Training on Effective Project Management of SCP Programmes	3	5-6	100	District Level
28	Training on Effective Project Management of SCP Programmes	3	15-16	100	District Level
29	Training on Effective Project Management of SCP Programmes	3	22-23	100	District Level
30	Training to Development Standing Committee Members of ULBS	3	13-15	60	KILA
31	Training for SC/ST Promoters on Effective Facilitation for SC/ST Development	2	26-27	100	District Level
32	Training for SC/ST Promoters on Effective Facilitation for SC/ST Development	2	30-31	100	District Level
33	Training Programme for Grama Sabha Facilitators	2	5-6	200	District Level
34	Training Programme for Grama Sabha Facilitators	2	8-9	200	District Level
35	Training Programme for Grama Sabha Facilitators	2	10-11	200	District Level
36	Training Programme for Grama Sabha Facilitators	2	19-20	200	District Level
37	Training Programme for Grama Sabha Facilitators	2	23-24	200	District Level
38	Training on Detailed Project Report Preparation for Urban Development Projects	2	13-14	200	KILA
39	Training on Detailed Project Report Preparation for Urban Development Projects	2	21-22	200	KILA
40	Training on Detailed Project Report Preparation for Urban Development Projects	2	16-17	200	KILA
41	Improving Facilitation Skills (KILA/KSCAS/STRC)	3	14-16	40	KILA
42	Improving Facilitation Skills (KILA/KSCAS/STRC)	3	20-22	40	KILA
43	Dialogue-Based Interpersonal Communication (KILA/KSACS/STRC)	2	5-6	50	KILA
44	Advanced Training in Participatory Planning and Local Governance	3	6-8	50	KILA
45	Advanced Training in Participatory Planning and Local Governance	3	20-22	50	KILA
46	Advanced Training in Participatory Planning and Local Governance	3	28-30	50	KILA
47	Training Participatory Democracy and Local Governance - Experience of Kerala	5	12-16	50	KILA



TRAINING CALENDER - NOVEMBER 2009

Sl.No.	Name of the Programme	Duration	Date of the Programme	Expected No. of Participants	Venue
1	Pre Service Training to Newly Recruited Secretaries of Grama Panchayats	5	2-7	100	KILA
3	Training Programme on Improving Effectiveness in Office Management of Panchayats	2	6-7	100	KILA
4	Training Programme on Improving Effectiveness in Office Management of Panchayats	2	9-10	100	KILA
5	Training Programme on Improving Effectiveness in Office Management of Panchayats	2	12-13	100	KILA
6	Training Programme on Improving Effectiveness in Office Management of Panchayats	2	16-17	100	KILA
7	Training Programme on Improving Effectiveness in Office Management of Panchayats	2	20-21	100	KILA
8	Training Programme on Improving Effectiveness in Office Management of Panchayats	2	25-26	100	KILA
12	Training Programme on Budget Formulation and Budgetary Control for Panchayat Functionaries	3	2-4	50	KILA
13	Training Programme on Budget Formulation and Budgetary Control for Panchayat Functionaries	3	9-11	50	KILA
14	Training Programme on Budget Formulation and Budgetary Control for Panchayat Functionaries	3	18-20	50	KILA
15	Training Programme on Budget Formulation and Budgetary Control for Panchayat Functionaries	3	25-27	50	KILA
15	Certification Programme for Panchayat Officials	6	2-7	50	KILA
16	Training Programme on Gender and Development for Working Group Members of Local Governments	2	3-4	100	KILA/District
17	Training Programme on Gender and Development for Working Group Members of Local Governments	2	6-7	100	KILA/District
18	Training Programme on Gender and Development for Working Group Members of Local Governments	2	11-12	100	KILA/District
19	Training Programme on Gender and Development for Working Group Members of Local Governments	2	17-18	100	KILA/District
20	Training Programme on Gender and Development for Working Group Members of Local Governments	2	23-24	100	KILA/District
22	Training in improved Dairy Management focusing on Food Security	2	21-22	200	District Level



25	Training to Extension Officers	2	16-18	100	KILA
27	Training on Effective Project Management of SCP Programmes	3	3-4	100	District Level
28	Training on Effective Project Management of SCP Programmes	3	6-7	100	District Level
29	Training on Effective Project Management of SCP Programmes	3	12-13	100	District Level
31	Training for SC/ST Promoters on Effective Facilitation for SC/ST Development	2	12-13	100	District Level
32	Training for SC/ST Promoters on Effective Facilitation for SC/ST Development	2	17-18	100	District Level
33	Training to Welfare Standing Committee Chairpersons of ULBS	3	3-5	200	KILA
34	Training on Double Entry to Ministerial Staff of ULB Accounting Officials	3	6-8	60	KILA
35	Training on Double Entry to Ministerial Staff of ULB Accounting Officials	3	12-14	60	KILA
36	Training on Double Entry to Ministerial Staff of ULB Accounting Officials	3	20-22	60	KILA
37	Training in Jagrathasamiti monitoring software for WC members and officials	2	9-10	100	KILA/District
38	Improving facilitation skill	3	30-31 Dec 1	40	KILA
39	Training Programme on Decentralised Participatory Planning and Strategy for Poverty Alleviation	5	17-21	50	KILA
40	Advance Training in Participatory Planning and Local Governance	3	6-8	200	KILA
41	Gender and Development - Bottle necks and solutions	3	4-6	40	KILA
42	Gender and Development - Bottle necks and solutions	3	11-13	40	KILA
43	International Workshop on Local Governance in India	5	27-31	50	KILA



TRAINING CALENDER - DECEMBER 2009

Sl.No.	Name of the Programme	Duration	Date of the Programme	Expected No. of Participants	Venue
1	Pre Service Training to Newly Recruited Secretaries of Grama Panchayats	5	14-19	100	KILA
2	Training Programme on Improving Effectiveness in Office Management of Panchayats	2	4-5	100	District Level
3	Training Programme on Improving Effectiveness in Office Management of Panchayats	2	18-19	100	District Level
4	Training Programme on Improving Effectiveness in Office Management of Panchayats	2	21-22	100	District Level
5	Training Programme on Improving Effectiveness in Office Management of Panchayats	2	23-24	100	KILA
6	Training Programme on Improving Effectiveness in Office Management of Panchayats	2	28-29	100	KILA
3	Training Programme on Budget Formulation and Budgetary Control for Panchayat Functionaries	3	2-4	50	KILA
4	Training Programme on Budget Formulation and Budgetary Control for Panchayat Functionaries	3	9-11	50	KILA
5	Training Programme on Budget Formulation and Budgetary Control for Panchayat Functionaries	3	18-20	50	KILA
6	Training Programme on Budget Formulation and Budgetary Control for Panchayat Functionaries	3	25-27	50	KILA
7	Certification Programme for Panchayat Officials	6	5-10	50	KILA
8	Management Development Programme for Deputy Directors and Assistant Directors of Panchayat for Panchayat Officials	3	29-31	30	KILA
9	Training on Accounting (spel II)	14	7-20	100	District Level
10	Training Programme on Data Based and Integrated Strategies Planning for Sustainable Development	3	2-4	60	KILA



11	Training Programme on Data Based and Integrated Strategies Planning for Sustainable Development	3	18-20	60	KILA
16	Training on Effective Project Management of TSP Programmes	3	1-2	100	District Level
17	Training on Effective Project Management of TSP Programmes	3	5-6	100	District Level
18	Training on Effective Project Management of TSP Programmes	3	9-10	100	District Level
19	Training on Effective Project Management of TSP Programmes	3	16-17	100	District Level
20	Training on Effective Project Management of TSP Programmes	3	23-24	100	District Level
21	Training on Effective Project Management of TSP Programmes	3	30-31	100	District Level
19	Training on Town and Country Planning and Improvement of Master Plans	3	22-24	75	KILA
20	Training on Urban Admn to ULBs Office Staff	3	7-9	60	KILA
21	Training on Urban Admn to ULBs Office Staff	4	15-17	60	KILA
22	Training on Urban Admn to ULBs Office Staff	3	22-24	60	KILA
23	Training on Urban Admn to ULBs Office Staff	3	29-31	60	KILA
25	Training of Trainers Programme on Preparation of Watershed Master Plan	2	18-19	100	KILA
26	Trainers Training Programme on Urban Development and Urban Reforms	2	28-29	100	KILA
27	Training on Project Management	3	15-17	50	KILA
28	Training on Project Management	3	22-24	50	KILA
29	Project Component wise Training - Refresher Course	2	29-30	75	KILA



TRAINING CALENDER - JANUARY 2010

Sl.No.	Name of the Programme	Duration	Date of the Programme	Expected No. of Participants	Venue
1	Pre Service Training to Newly Recruited Secretaries of Grama Panchayats	5	11-16	100	KILA
2	Training Programme on Improving Effectiveness in Office Management of Panchayats	2	4-5	100	District Level
3	Training Programme on Improving Effectiveness in Office Management of Panchayats	2	6-7	100	District Level
4	Certification Programme for Panchayat Officials	3	12-14	50	KILA
5	Training Programme for District Planning Committee Members	2	11-12	100	KILA
6	Training Programme for District Planning Committee Members	2	15-16	100	KILA
7	Training in integrated strategic planning for LSGIs Functionaries	3	5-7	50	KILA
8	Training in integrated strategic planning for LSGIs Functionaries	3	11-13	50	KILA
9	Training in integrated strategic planning for LSGIs Functionaries	3	18-20	50	KILA
10	Training in integrated strategic planning for LSGIs Functionaries	3	27-29	50	KILA
11	Training in integrated strategic planning for LSGIs Functionaries	3	3-5	50	KILA
12	Training on Town and Country Planning and improvement of Master Plans	3	1-3	75	KILA
13	Training on Town and Country Planning and improvement of Master Plans	3	8-10	76	KILA
14	Training on Town and Country Planning and improvement of Master Plans	3	19-21	77	KILA
15	Training on Urban Admn to ULBs Office Staff	3	5-7	60	KILA
16	Training on Urban Admn to ULBs Office Staff	4	12-14	60	KILA
17	Training Programme on Local Economic Development for Working Group Members of Local Governments	2	2-3	100	District Level
18	Training Programme on Local Economic Development for Working Group Members of Local Governments	3	18-19	101	District Level
19	Training Programme on Local Economic Development for Working Group Members of Local Governments	4	21-22	102	District Level
20	Training Programme on Local Economic Development for Working Group Members of Local Governments	5	28-29	103	District Level
21	Training in Data Based Planning Selected LSGIs	3	6-8	50	KILA
22	Training on Socila Auditing for LSGI Functionaries	2	6-7	100	KILA
23	Training on Socila Auditing for LSGI Functionaries	3	15-16	100	KILA
24	Training for Municipal Engineers on Public Works	3	14-16	50	KILA



25	Training for Municipal Engineers on Public Works	3	21-23	50	KILA
26	Training for Municipal Engineers on Public Works	3	28-30	50	KILA
27	Training in JNNURM and Urban Administration for HUDCO officials of India	3	2-4	50	KILA
28	Training in JNNURM and Urban Administration for HUDCO officials of India	3	21-23	50	KILA
29	Induction Training for Newly Recruited Staff (KILA/STRC/KSACS)	3	28-30	100	KILA
30	Induction Training for Newly Recruited Staff (KILA/STRC/KSACS)	3	12-14	100	KILA
31	Regional Workshop on "Local Governance in India"	5	31 Dec to Jan 4	50	KILA
32	Training Programme on Sanitation and Solid Waste Management for Working Group Members of Local Government	2	4-5	200	KILA
33	Training Programme on Sanitation and Solid Waste Management for Working Group Members of Local Government	2	8-9	200	KILA
34	Training Programme on Sanitation and Solid Waste Management for Working Group Members of Local Government	2	11-12	200	KILA
35	Training Programme on Sanitation and Solid Waste Management for Working Group Members of Local Government	2	14-15	200	KILA
36	Training Programme on Sanitation and Solid Waste Management for Working Group Members of Local Government	2	18-19	200	KILA
37	Training Programme on Sanitation and Solid Waste Management for Working Group Members of Local Government	2	21-22	200	KILA



TRAINING CALENDER - FEBRUARY 2010

Sl.No.	Name of the Programme	Duration	Date of the Programme	Expected No. of Participants	Venue
1	Pre Service Training to Newly Recruited Secretaries of Grama Panchayats	5	5-11	100	KILA
2	Certification Programme for Panchayat Officials	3	22-26	50	KILA
3	Training in JNNURM and Urban Administration for HUDCO officials of Inida	3	12-14	100	KILA
4	Induction Training for ANM(KILA/STRC/KSACS)	3	26-28	100	KILA
5	Training on Social Auditing for LSGI Functionaries	2	4-5	100	KILA
6	Training on Social Auditing for LSGI Functionaries	2	18-19	100	KILA
7	Training on Social Auditing for LSGI Functionaries	2	27-28	100	KILA
8	Trainers Training Programme on Training Skill Development and Participatory Training Methodology	3	26-28	50	KILA
9	Natural Resource Management and Food Security - Challenges and Options	3	19-21	50	KILA
10	Natural Resource Management and Food Security - Challenges and Options	3	24-26	50	KILA
11	Regional Workshop on "Local Governance in India"	5	8-12	50	KILA
12	Participatory Planning and Monitoring and Social Audit for State Level Policy Makers, Administrators and Elected Rep.s from differernt states	5	26-31	50	KILA
13	Training on the Management of Sexually Transmitted Diseases (KILA/KSACS/STRC)	2	13-14	100	KILA
14	Training on the Management of Sexually transmitted diseases (KILA/KSACS/STRC)	2	17-18	100	KILA
15	Training on the Management of Sexually transmitted diseases (KILA/KSACS/STRC)	2	24-25	100	KILA
16	Development of Counseling Skills(KILA/KSACS/STRC)	3	2-4	50	KILA
17	Development of Counseling Skills(KILA/KSACS/STRC)	3	11-13	50	KILA
18	Development of Counseling Skills(KILA/KSACS/STRC)	3	23-25	50	KILA
19	Community Mentors Development Programme(KILA/KSACS/STRC)	3	24-26	40	KILA
20	Community Mentors Development Programme(KILA/KSACS/STRC)	3	26-28	40	KILA
21	Organisational Governance and Management for CBOs(KILA/KSACS/STRC)	3	15-17	100	KILA
22	Organisational Governance and Management for CBOs(KILA/KSACS/STRC)	3	22-24	100	KILA



TRAINING CALENDER - MARCH 2010

Sl.No.	Name of the Programme	Duration	Date of the Programme	Expected No. of Participants	Venue
1	Certification Programme for Panchayat Officials	5	15-19	50	KILA
2	Trainers Training Programme on Preparation of River Basin Plans	2	5-6	200	KILA
3	Trainers Training Programme on Preparation of River Basin Plans	2	10-11	200	KILA
4	Trainers Training on Training Skill and Development and Participatory Training Methodology	3	2-4	50	KILA
5	Trainers Training on Training Skill and Development and Participatory Training Methodology	3	6-8	50	KILA
6	Trainers Training on Training Skill and Development and Participatory Training Methodology	3	13-15	50	KILA
7	Trainers Training on Training Skill and Development and Participatory Training Methodology	3	17-19	50	KILA
8	Trainers Training on Training Skill and Development and Participatory Training Methodology	3	22-24	50	KILA
9	Community Mentors Development Programme(KILA/KSACS/STRC)	3	1-3	40	KILA
10	Organisational Governance and Management for CBOs(KILA/KSACS/STRC)	3	1-3	100	KILA
11	Organisational Governance and Management for CBOs(KILA/KSACS/STRC)	3	7-9	100	KILA
12	Natural Resource Management and Food Security - Challenges and Options	3	3-5	200	KILA
13	Training Programme on Live Stockand Dairy Development	3	26-28	100	KILA

