

Building Capacity for
**STRENGTHENING
LOCAL DEMOCRACY**

KILA initiatives
2008-2009





KERALA INSTITUTE OF LOCAL ADMINISTRATION

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PALOLI MOHAMED KUTTY
Minister for Local Self Governments,
Government of Kerala

Message from the Chairman, General Council

I am delighted to note that the Annual Report of Kerala Institute of Local Administration (KILA) for the year 2008-09 is ready for distribution among the stakeholders and well wishers within the state and outside. On behalf of the General Council of KILA I convey the best wishes to all on this occasion.

KILA is one of the lead learning and development institutions in this country engaged in capacity building and training of all the stakeholders of local governments and has endeavoured large number of initiatives for strengthening democratic decentralization and local governance during the last two decades. This has produced substantial changes in the development context of the state and has also benefited the common people in their day to day life. During the year 2008-09 KILA has continued its efforts to innovate new strategy and approach to make local governments more people centric and deliverable to the needs of the community. In tune with the overall objectives of Eleventh Five Year Plan of the State (2007-12) to enhance production and productivity in the primary production sectors and promoting livelihood opportunities of the people, KILA initiated large number of training programmes and capacitated local governments to invest more resources and to achieve desired results. During the year 2008-09 particular successes have been attained in enhancing quality of services provided by local governments and in launching the Front Office Management System. This has also considerably contributed for increasing the trust of people in local governments and to make local governance more people friendly. The opportunities provided by KILA for learning have also considerably contributed for increasing the resource allocation of local governments and for providing basic services to the poor in housing, drinking water and sanitation.

I hope that KILA will carry forward the learnings of the experience of democratic decentralization and its mission and facilitate local governments for achieving its objectives in the years to come. In this occasion, let me extend my whole hearted gratitude to all who have been associated with KILA for implementing its programmes effectively.

Paloli Mohamed Kutty
Chairman, General Council of KILA



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

FOREWORD

KILA is a top ranking training institution for local governments in the country. It has certain unique features which include the following;

1. The local governments share in the ownership and running of the institute. More than two decades ago the institution came up with the collective contribution of the local governments of the state;
2. It is the only institution in India which caters exclusively to the needs of the elected local governments;
3. It is the only institution which looks after both urban and rural local governments.

KILA has now acquired the status of a regional centre of excellence in the South Asian Region. KILA has certain natural advantages which have enhanced a capacity and potential. They include;

- A sense of belonging among local governments
- Involvement in policy formulation
- Interaction with National Level Institutes and Institutions in Bangladesh and Sri Lanka
- Commitment of about 300 odd trainers on call most of whom are decentralization activists.

The Annual Report reveals the strengths of KILA. Its involvement in specialised areas like Gender, Social Justice and Natural Resource Management has expanded considerably. Its extension service is a model worthy of emulation.

Now KILA needs to move on to acquire new competencies particularly in policy oriented Action Research on themes related to local governments and development of high quality case studies relating to decentralisation.

The KILA fraternity is big, strong and vibrant. While it can be legitimately proud of its attainments, It should give its full energies to complete the critical but challenging task of institutionalising the pioneering decentralisation initiatives of Kerala.

S.M. Vijayanand
Chairman, Executive Council, KILA



PREFACE

Kerala Institute of Local Administration (KILA) was established by the Government of Kerala with the objective to conduct training, research and policy advocacy for local governments in Kerala. KILA has been working with the underlying mission to capacitate and help the different functionaries of local governments in Kerala and other states in India throughout its existence during the last twenty years. The initiatives of the Government of Kerala for the successful implementation of democratic decentralization during the last one and half decades has led to considerable improvements in the scope of its functioning and KILA has emerged as a nodal institution for the capacity building of local governments in Kerala. Concerted efforts have been made by KILA during the past decade to strengthen its association with other partners and stakeholders and to make use of their expert advice for enlarging the scope of its activities. We regularly make use of the opportunities for discussion with the leaders of Local Government Associations and other stakeholders to make KILA a demand-driven organization and enable it to perform with efficiency at the State and national level.

During the last twenty years of its existence, KILA has acquired wide reputation and professional recognition as a learning/training organization in the area of decentralization and local governance. It has made remarkable progress in fulfilling its mission and objectives and both the state Government and the Union Government and even different international organizations are extending support for its wide range of activities. The support of Swiss Agency for Development and Co-operation (SDC) for the institutional development of KILA has been significant. SDC continues its support for making this organization a centre of excellence at the national and international level.

As a lead institution for capacity building of local governments in the country, KILA is well aware of its leadership role and its mandate to facilitate the process of developing learning systems and strategy for the capacity development of local governments. During 2008-09, the training and capacity building activities of KILA were focused on enhancing the quality of local level planning and to develop a Management Information System (MIS) for effective monitoring and evaluation of the planning process at the grass root level. Partnering with Local Government Associations, meaningful capacity building efforts have also been initiated for setting up a Front Office Management System and for enhancing the quality of services delivered by local governments. Supporting local governments for inclusive development and social justice is another important responsibility mandated to KILA. During 2008-09, substantial efforts have been made with the support of the Local Self-Government Department for creating a comprehensive data base for the tribal communities in the State and for removing the systemic barriers to the formulation and implementation of Tribal Sub Plan of the State and the local governments. During 2008-09, KILA continued to support local governments in their efforts to prepare watershed master plans and sustainable development initiatives. During the reporting period, KILA also promoted the capacity building of local governments for the preparation of Gender Status Report



and for enhancing their skills in gender planning and gender budgeting. The other capacity building interventions of KILA during 2008-09 consisted of strengthening the micro level democratic institutional systems, strengthening the development planning of primary production sectors, like agriculture, livestock development, inland fisheries etc.

During 2008-09, like in the previous years, KILA further strengthened its collaboration and networking with the Local Self-Government Department and its subsidiary departments, like Panchayat Department, Urban Affairs Department and Rural Development Department, Town and Country Planning Department and with other agencies under the LSGD, including Information Kerala Mission (IKM), Kudumbasree Mission and National Rural Employment Guarantee Mission (NREGS). 2008-09 was also an year of expansion of its activities in association with the District Planning Committees (DPC) and the Local Government Associations (LGA) for the capacity building of local governments in Kerala. KILA also strengthened its association with SDC, UNDP, CLGF and other international agencies during this period for extending its activities at the national and international level.

I express my sincere gratitude to Sri. Paloli Mohamedkutty, Honourable Minister for Local -Self Governments, Government of Kerala and Chairman of the General Council and Sri.S.M.Vijayanand, Principal Secretary, Local-Self Government Department and Chairman of the KILA Executive Council, for extending support and guidance to lead the institution for realizing its mission. I am happy to report that the faculty members, guest faculty members, members of the State Resource Group and staff have responded well and provided proactive support for implementing the capacity building initiatives of KILA. The support of Dr. Thomas Isaac, Honourable Minister for Finance, Sri. C.P.Narayanan, Member in charge of decentralization in the State Planning Board and Prof.P.K.Raveendran, Private Secretary to the Minister for Local Self-Governments, has been a source of strength for our activities during 2008-09. I would like to express my sincere gratitude to them. I am also very much grateful to our numerous friends and supporters, who have contributed to our achievements in many ways. I am looking forward to their continued support and guidance.

N. Ramakantan
Director



KILA – A BRIEF PROFILE

Kerala Institute of Local Administration (KILA), the leading institution in capacity building of local governments was established in 1990, on the pattern of a national institute, with the main objective of strengthening local governance through training, research and consultancy. With a view to developing it as an institution of excellence, KILA was designed as an autonomous body and registered under Travancore-Cochin Literary, Scientific and Charitable Societies Act 1955, with effect from 1.10.1990. All through the years from its establishment, KILA has been engaging in the process of empowering the decentralized governance system in the State installed as per the 73rd and 74th Constitutional Amendments. KILA has been designated as the nodal institution for capacity building of local governments in the state by the Government of Kerala. The Ministry of Panchayati Raj (MoPR), Government of India has designated KILA as a Centre of Excellence in Decentralized Planning and Local Governance and the Ministry of Housing and Poverty Alleviation (MoHUPA), Government of India, has designated it as a National Resource Centre for Community Participation and Decentralized Planning. The year 2008-2009, which has made a unique mark on the map of democratic decentralization process in Kerala, through various academic, training as well as field level programmes to strengthen the functioning of the local self government institutions, in harmony with the noble ideals enshrined in the Constitution of India and the spirit of democratic decentralization envisaged by the Government of Kerala, was in deed a milestone in the history of KILA.

Mission and Objectives

KILA was established as a nodal capacity building institution, mandated to strengthen local governance, by the Department of Local Self Government. The Institute has become prominent with its myriad capacity building initiatives on local governance and

participatory planning, for both rural and urban local government institutions through a variety of programmes, including training, action research, publications, seminars, workshops, documentation, and information services. The mission of KILA consists in facilitating and accelerating socio-economic development of the State through Local Self Government Institutions (LSGIs). As a nodal agency to strengthen local democratic governance through capacity building programmes, KILA aims to achieve the following objectives:

- to promote capacity building programmes and processes to equip the elected representatives, officials and other actors of the Panchayati Raj Institutions (PRIs) and Urban Local Bodies (ULBs)
- to facilitate and strengthen decentralized participatory planning process and ensure its sustainability
- to promote action-oriented research on local governance and development
- to document and disseminate good practices in local governance and people-centered development
- to facilitate participatory learning and action in areas related to local governance and development

These objectives are achieved through various capacity building activities designed and implemented as per the requirements of the situation by identifying the existing as well as growing needs. It is KILA's mission to meet the capacity building needs of all the functionaries of the three tiers of Panchayat and Urban Local Governments in Kerala and other States of India.

Expertise

Over the years, KILA has developed expertise in several areas of capacity building, including:



- Decentralized Participatory Planning
- Local Governance and Administration
- Inclusive Urban Development
- Local Economic Development
- Participatory Poverty Alleviation Management
- Gender and Development
- Development of Marginalized Social Groups
- Natural Resource Management and Watershed Development
- Development of Trainers Training Skill
- Community Participation and Social Accountability
- HIV/AIDS-related interventions through local governments
- Data Based Planning for Human Development
- Asset Mapping and Management of Assets

General Council

The General Council, the supreme authority of KILA, deals with policy matters concerning the organization. The Honourable Minister for Local Self Government, Government of Kerala, is the President of the General Council and the Chief Secretary, Government of Kerala, the Vice-President. The other members of the General Council are:

- Principal Secretary to Govt., Local Self Government Department
- Secretary to Govt., Local Self Government Department
- Secretary to Govt., Finance Department
- Secretary to Govt., Planning and Economic Affairs Department
- Director of Panchayats
- Director of Urban Affairs
- Joint Secretary (Training), Department of Rural Development, Govt. of India, New Delhi
- Director, Centre for Panchayati Raj, NIRD, Hyderabad
- General Secretary, All India Panchayat Parishad, Delhi
- Chairman, Chamber of Municipal Chairmen
- President, Kerala Grama Panchayat Association
- President, Block Panchayat Association
- Director, KILA
- Member of Parliament (Lok Sabha)
- Member of the Legislative Assembly



Executive Council

The power of management and administration of KILA is vested with the Executive Council, comprising of following five members:

- Principal Secretary to Government, Local Self Government Department, Govt. of Kerala
- Secretary to Government, Finance (Exp) Department, Govt. of Kerala
- Director of Panchayats
- Director of Urban Affairs
- Director of KILA

The Principal Secretary to Government (Local Self Government Department) is the Chairman of the Executive Council. The day-to-day management of KILA is steered by 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

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.

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



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CAPACITY BUILDING INITIATIVES

Background

Kerala's development achievements have been considered by many as models of viable development, achieved through equitable distribution against the background of a relatively low economic growth. It has been attributed to a combination of public action and responsive governance. The Panchayat system in Kerala has necessitated decentralization of every sector, as part of the overall decentralization and has acquired competency to prepare and implement local plans. Democratic decentralization and initiatives for empowering local governments and decentralized planning during the last one and a half decades have witnessed the emergence of local governments as self-governing institutions. Setting up KILA for training and capacity building was a major step towards this end.

The year 2007-2008, marked by intensive preparations for 11th Five Year Plan (2007-2012), in terms of policy and action to strengthen local governance, has been particularly productive for

KILA. These activities were continued and intensified during 2008 - 2009 with the objective of institutionalizing the decentralization process and transforming local governance/

Development Focus during the Eleventh Plan

The local governments in Kerala are in the process of formulating plans as part of the Eleventh Five Year Plan. The Government of Kerala has reaffirmed its commitment to strengthen democratic decentralization by improving the quality of planning at local government level. To fulfil the above mission, KILA initiated several capacity building strategies during 2008-09, with emphasis on data-based planning, development of Management Information Systems, formulation of watershed development plans, empowerment of District Planning Committees, gender mainstreaming, development of marginalized social groups, developing capacity to meet the challenges of urbanization and urban development and empowerment of Local Government Associations.



Help Desk team attending the training programme on 'Eleventh Plan Formation'



Sri Paloli Mohamed Kutty, Hon. Minister for Local Self Government inaugurating the regional workshop on 'House and Job for All' at KILA

In addition to new programmes of empowering the functionaries of PRIs and Urban Local Bodies (ULBs), initiatives of orientation on new strategies and policies and follow up of last year's activities etc. were continued during the reporting period.

KILA has successfully collaborated with various international and national bodies, like the Swiss Agency for Development and Co-operation (SDC), United Nations Development Program (UNDP), Commonwealth Local Government Forum (CLGF), Sri Lankan Institute of Local Governance (SLILG), Colombo, National Institute of Urban Affairs (NIUA), Administrative Staff College of India (ASCI), National AIDS Control Organization and so forth.

Strategies

To achieve the goals of capacity building, KILA resorts to a number of strategies, including:

- Documentation and dissemination of best practices in local development
- Capacity building of personnel of local governments for better delivery of services
- Capacity building for establishing management information systems for local planning
- Gender sensitization and mainstreaming of all local government functionaries
- Capacity building for effective financial management of local governments
- Improving the quality of local planning and creation of a data base for local planning

- Enhancing the institutional capacity for district level training system
- Organizing national and international training programmes
- Organizing national and international workshops and seminars
- Research and publication
- Help Desk System for concurrent support to local governments

Training programmes were preceded by faculty workshops, in which subject experts, faculty members and academicians participated, for designing and preparing the modules and study materials. Following this, TOTs were conducted for upgrading the capacity of the faculty members, during which modules and study materials were tested and revised.

Detailed descriptions of the most important training programmes are given under the following heads:

1. Local Governance and Administration
2. Financial Management and Accounting
3. Local Level Planning
4. Local Development and Social Security
5. Gender and Development
6. Urban Governance and Administration
7. Development of Marginalized Social Groups
8. Other Activities

National and International programmes, Workshops and Seminars, Research and Publications etc. are separately dealt.



TRAINING PROGRAMMES

1. STRENGTHENING LOCAL GOVERNANCE

Decentralization and democratic local governance have gained prominence in the political scenario of developing countries. Its increasing momentum is largely owing to the global spread of democracy, which replaces centralization of power and resources. We are convinced that unless and until the knowledge, skills and capacities of grassroots level decision makers are strengthened, the process of democratic decentralization will not produce the desired results. Effective local capacity building not only has tangible impacts on people's lives, it also improves people's confidence and commitment to democratic practice. KILA has been playing an important role in enhancing the knowledge and building the capacity of the elected functionaries of urban and rural local bodies, government officials and administrators, with a view to enabling them to carry out their entrusted tasks more effectively. A brief appraisal of the major initiatives of KILA during 2008-2009 is summarized below.

Training for Secretaries and Office Supervisors of Gram Panchayats on Panchayat Administration

The secretaries are the administrative heads of the Grama Panchayats. They have critical roles and responsibilities for ensuring the smooth and effective functioning of local governments and to effectively deliver different services to the people. They have to provide timely and technical advice to the heads of the LGSGIs. In addition, they have to supervise the staff in order to ensure effective and efficient functioning of the office. Keeping this in mind, KILA offered a series of trainings to the Panchayat secretaries and the office supervisors, with the aim of equipping them with the knowledge and skills, necessary for realising their responsibilities and effectively discharging their mandatory duties. The objectives included:

- To develop requisite capacity for discharging the mandatory responsibilities vested with them
- To orient the participants on their rights and responsibilities
- To equip them with skills for ensuring good governance and effective delivery of services

The contents of the programmes included:

- Decentralization of Powers and Rule of Law
- Assessment of Property Tax under the Revised Rules
- The Kerala Registration of Marriages (General) Rules
- Front Office Management and Citizens Charter
- Building Regulations and Kerala Municipal Building Rules
- Conducting Panchayat Meetings and Follow-up

Total number of Programmes : 25

Total number of participants : 1661

Course Director : K Vinod Kumar,
Assistant Director,
KILA

Training for ministerial staffs of Grama Panchayats on Panchayat Administration

In every Panchayat there is a team of ministerial staff consisting of three or four Upper Division Clerks and there or four Lower Division Clerks support the Chief Executive Officer, the Panchayat Secretary to manage the day to day functioning of the Panchayat office. To enhance the quality of service delivery and the efficiency of different services delivered by the Panchayat greatly depends on the attitudes and skills of the ministerial staff of Panchayats. Keeping this in



Sri Anavoor Nagappan, President, District Panchayat President's Chamber inaugurating the 'Experiential Learning Workshop on Paddy Cultivation at Kodakara.

mind, KILA offered a series of trainings to the ministerial staff of Panchayats and the office supervisors, with the aim of equipping them with the knowledge and skills, necessary for realising their responsibilities and effectively discharging their duties.

The objectives included:

- To develop the requisite skills for good governance and citizen-friendly administration
- To orient the participants on their rights and responsibilities
- To equip them with skills for ensuring good governance

The contents of the programmes included:

- Decentralization and Enhancing the Quality of Service Delivery
- Rule of Law and Regulatory Responsibilities of Panchayats
- Assessment of Property Tax under the Revised Rules
- The Kerala Registration of Marriages (General) Rules
- Front Office Management and Citizens Charter
- Building Rules and Issuing Building Permits- Procedures and Processes
- Conducting Panchayat Meetings and Follow-up Action

Total number of Programmes : 113

Total number of participants : 5729

Course Director : K Vinod Kumar,
Assistant Director,
KILA

Training on Front Office Management

Panchayat office acts as a link between the people and the Grama Panchayat. It should render services to the public without causing any trouble to public as well as functionaries. But there are various hurdles lying across the proper and effective service delivery mechanism. Front Office Management (FOM) is the first step to find solution to some of the crucial problems disrupting the office functioning mechanism.

It is envisaged as a single window delivery system and to transform the office atmosphere into a professional one with effective organisational management setup. It is envisaged as a mechanism for effective service delivery and imbibing this vision KILA formulated a draft guideline based on the workshops conducted in September 2008. The guideline was discussed with key functionaries, domain experts, representatives of Kerala Grama Panchayat Association, the higher officials of the department and other stakeholders. The first District level Workshop was conducted in Wayanad and FOM operation has been commenced in all the Panchayats of wayanad by 3rd January 2009. KILA imparted training to the different stakeholders of the programme in Wayanad from December 2008 to 3rd January 2009. District level faculty workshops were also conducted to make the programme a successful venture. In order to disseminate the idea all around the State, KILA initiated a workshop on 2nd and 3rd of March 2009 in KILA.

Total number of Programmes : 25

Total number of participants : 1140

Course Director : K Vinod Kumar,
Assistant Director, KILA



Training for Performance Audit Team of Local Governments

Performance audit team was constituted by the Government as an internal audit mechanism of local governments and to facilitate their enhanced performance in local governance and administration. The Government has constituted separate performance audit teams for Grama Panchayats, Block Panchayats, District Panchayats, Municipalities and Corporations. Since they play a crucial role in enhancing the performance of the local bodies, their skills need to be upgraded and updated from time to time. This idea has prompted KILA to conduct training programmes for the Panchayat Performance Audit Team members. There is no permanent cadre for performance auditing. The staffs of the Panchayat/Municipal Administration/Rural Development Departments are deputed to the team periodically by transfer or by promotion. The training programmes were attended by the members of the deputed teams. The objectives included:

- To equip the performance audit team members with knowledge and skills for conducting the performance audit, based on the checklist developed by KILA
- To inculcate professionalism among the members of the performance audit team
- To render help to improve the facilitation skills of the performance audit team and to do concurrent auditing of the performance of local governments

The topics included:

- Process and Procedures of Participatory Planning and Implementation
- Public Administration of Panchayats : Basic Principles
- Objectives of Performance Auditing
- Performance Audit - Procedures and Preparation of Reports
- Effective Functioning of Transferred Institutions
- Functioning of Panchayat Committee and Standing Committees
- Financial Management of Panchayats and Sources of Funds
- Management of Public Works Projects
- Store Purchase Rules and Procurement
- General Administration of Panchayats
- National Rural Employment Guarantee Scheme

Number of Programmes : 11

Number of Participants : 317

Course Director : Dr. J B Rajan,
Assistant Professor
(Planning Management
and Development), KILA

Training for the Last Grade Staff of Local Governments

The decentralised administrative system widened the scope of interaction between the local self governing bodies as well as the public. Last grade staffs of Local Governments constitute the first contact point of the public on their entry into the office. As a result, the public view the last grade staff as the front office manager of Local Governments. Hence the staffs need to be trained to develop a cordial approach towards the public and create an enabling environment for effective service delivery. In this context, two-day induction training programmes for the last grade staffs of Local Governments were conducted at KILA and at district centres, with the following objectives:.

- To sensitize the last grade staffs of Local Governments on the importance of decentralized planning and local governance
- To facilitate the last grade staffs to contribute their share in making the local administration people-friendly
- To develop positive attitudes and behaviour towards the people

The topics included:

- Local governments and people-centric development administration
- Roles and responsibilities of officials of the local bodies
- Eleventh Five Year Plan and local governance
- License procedures and transparency in local governance
- Records keeping and office maintenance
- Service delivery and good governance

The training was conducted at 14 district level centres.

Number of programmes : 32

Number of participants : 1093

Course Director : Dr. Retna Raj,
Assistant Professor
(Panchayati Raj), KILA



2 FINANCIAL MANAGEMENT

Training for the Finance Standing Committee Chairpersons and Members of Grama Panchayats

Financial management is an important aspect of public administration. Financial propriety and optimum as well as effective utilization of public money are of paramount importance in responsive democratic governance. The fact that nearly one third of the State plan funds are earmarked every year for the LSGIs highlights the importance of efficient handling of public funds. Capacity building for financial management becomes a sine-qua-non in decentralised local governance due to the low capacity of the LSGI staff in handling the financial resources in an effective and responsive manner. Conducting comprehensive, continuous and concurrent trainings for the elected functionaries of local governments in financial management has always been a big challenge before KILA, since more than eighty percent of the elected representatives of local governments are new entrants. KILA feels gratified over achieving grand results in this area. Capacity building in financial management was conducted broadly at three levels:

- Training of the officials, including those in the transferred institutions at the Panchayat level
- Training of elected representatives for overseeing the process of accounting
- Training of different audit personnel

The role of the Finance Standing Committees of LSGIs in Kerala is very important, since nearly one third of the funds are devolved to local bodies. Hence, KILA has accorded high priority to capacity building initiatives for the members of the Finance Standing Committees. The objectives of this programme included:

- To equip the Finance Standing Committee members with knowledge and skills for ensuring efficient and effective financial management of local governments
- To help the participants to develop skills to examine the monthly accounts and oversee the fund position of the local governments
- To enhance the capacity of the participants for effective mobilization of local resources and efficient public spending

The contents of the programme included:

- Finance Standing Committee and the Efficient Financial Management of Local Governments
- Finance Standing Committee – Performance Review

- Own Fund – Effective Mobilization
- Tax Assessment and Appeals
- Budget Formulation and Control
- Budget Preparation and Participatory Budgeting
- Gender Budgeting and Auditing
- Accounting Principles and Practices
- Audit and Follow-up on Audit Report
- Public Administration – Role of the Finance Standing Committee
- Experience sharing on Effective Financial Management
- Preparation of Action Plan for Effective Financial Management

Number of programmes : 31

Number of Participants : 1064

Course Director : J B Rajan,
Assistant Professor
(Planning Management
and Development), KILA

Training for Local Fund Audit Officials

Lack of professional skills and awareness of the Local Fund Audit Officials about the holistic approach of decentralization and democratic local self-governance has often resulted in shortcomings and unwelcome suggestions, hampering the supportive work environment of the Panchayats. Since the audit reports have been detrimental to the larger interests of decentralization, participatory planning and community management of development, it became necessary to equip the local fund audit officials with knowledge and skills necessary to carry out the auditing without fear or favour and in the true spirit of decentralized local governance. KILA conducted several trainings for the local Fund Audit Officials, with a view to achieve the following objectives:

- To enable the local fund audit officials to develop knowledge and skills for effective audit management
- To improve the drafting skills of local fund audit officials and develop professionalism in auditing
- To enable the local fund audit officials to use computer software for auditing
- To familiarize the participants with accrual-based double entry accounting



The topics included:

- Duties and Responsibilities of Audit Officers
- Audit Approach
- Drafting of Audit Reports : Fundamental Principles
- Drafting of Audit Reports – Skill Development
- Sources and Application of Funds
- Accrual-Based Double Entry Accounting of Urban Local Bodies
- Municipal Accounting Manual
- Plan Formulation Guidelines
- Computer Fundamentals
- Double Entry Accounting Software for ULBs
- Computer Application Software

No. of Programmes : 13

No. of Participants : 416

Course Director : J B Rajan, Assistant Professor
(Planning Management and Development), KILA

LOCAL DEVELOPMENT AND SOCIAL SECURITY

Training for the Welfare Standing Committee Chairpersons

Grama Panchayats in Kerala are mandated to handle almost all the subjects coming under the 11th Schedule of the Constitution, in addition to the more or less obligatory traditional functions. These obligatory functions and sectoral/developmental functions are welfare-oriented. The chairpersons of the Welfare Standing Committees are required to prepare detailed proposals on the subjects related to the welfare sector to be included in the annual budget of the Panchayats. Unless they possess adequate knowledge and skills to prepare proposals based on a socio economic welfare perspective, the power that is vested in them will not bring out the expected results. KILA conducted a number of training programmes for the Chairpersons of the Welfare Standing Committees, with the following objectives:

- To build up knowledge and attitude among the participants to facilitate welfare activities based on the principles of decentralization
- To facilitate the development of skills for improving the quality of service delivery of the transferred institutions
- To promote learning from models and developing innovative solutions

- To equip the participants with requisite skills for the effective management of various service delivery institutions transferred to local governments

The content of the programme included:

- Decentralization of powers and the Welfare Standing Committee
- Functioning of the Welfare Standing Committee and development concept of the service sector
- Central and state development policies and approaches of local development
- Welfare Standing Committee and women's welfare
- Development of Scheduled Castes and Scheduled Tribes
- Present situation in service and welfare sectors :intervention possibilities
- Improvement of service delivery
- Sharing of innovative ideas and replicable models developed by local governments
- Efficient institutional management and service delivery functions
- Resource mobilization and formulation of budget - role of the Welfare Standing Committee
- Action Planning for Enhancing the Welfare Functions of Local Governments

Number of Programmes : 2

Number of Participants : 49

Course Director : Dr. Retna Raj, Assistant Professor
(Panchayati Raj), KILA

Child Development and Social Security-Training for Working Groups

India has the largest child population in the world. The Government of India is committed to give highest priority to the basic needs and rights of all children. Despite various child development plans and programmes, initiated at various levels, much remains to be done to improve the status of children and to protect them from social evils that mar their development. Unless integrated plans focused on the holistic development of children are framed and implemented, the governments will not be in a position to protect the rights of all children. It was against this background that KILA organized a training program for the functionaries of the working groups. It was attended by members of LSGIs, who



Sri K.R.Viswambharan IAS, Vice-Chancellor, Kerala Agricultural University inaugurating the 'Training of Trainers Programme on Technical Advisory Committee Functioning'

are prominent in the child development sector, Chairpersons of Welfare Standing Committees, Chairpersons of working groups of women and child development, Chairpersons of the social security working groups, and two or three members from the child development and social security working groups. The aim was to enable the participants to have a thorough understanding of the issues related to the development of children and social security, which should be reflected in the formulation of plans. The objectives included:

- To build the capacity of the working groups to identify issues and problems existing in child development and social security sectors and to prepare suitable projects to address children's problems.
- To apprise the members of the working groups of the duties and functions of LSGIs on child development and social security.
- To help the participants for identifying the scope for sector-wise interventions for child development and social security and to formulate project concepts suitable for such interventions.
- To facilitate the participants for formulating useful projects for enhancing the nutritional status of children

The contents included:

- Child development and social security - present status
- Priorities under 11th Plan and role of LSGIs in child care
- Functions and responsibilities of the Working Group

- Status report preparation – understanding the project formats
- Eleventh plan – Analysis of first year activities
- Convergence – Integration possibilities
- Replicable models –Formation of project ideas
- Plenary – Presentation – Summing up
- Preparation of action plans for useful development projects

Number of Programmes : 1

Number of Participants : 25

Course Director : Dr. Retna Raj,
Assistant Professor
(Panchayati Raj), KILA

Training for Fisheries Sector Working Group

Kerala, with a long sea coast and extensive back waters, has a large fishing community. The local governments have a stake in the welfare of the fishermen. The development plans of the LSGIs should include measures for their development. The complex socio-economic problems of the fishing community should be addressed effectively by the local governments, so that they are integrated into the mainstream. This demands a scrupulous understanding of the main issues in the fisheries sector. KILA, therefore, thought it fit to conduct training programmes for different groups of people related to the fisheries sector, including, Chairmen and conveners of the Fisheries Sector Working Groups, Chairmen of Development Standing Committees, officers of Mastsya Bhavan and members of the Working Groups. The objectives



included:

- To up-grade the skills of the participants in analyzing the real issues of the fishermen and for preparing plans and projects for addressing them.
- To equip the working groups with knowledge and skills to prepare and implement schemes in the fisheries sector, taking into consideration the general objectives and priorities of the Eleventh Plan
- To enable the working groups to identify interventions in different areas for the benefit of fishermen and to formulate projects accordingly
- To help develop the capacity for preparing the status report on the fisheries sector
- To facilitate the preparation of action plans for intervention in the fisheries sector during the Eleventh Five Year Plan

The contents of the programme included:

- Fisheries Sector : Present Status and Development Potential
- Eleventh Five Year Plan : Approach Towards the Fisheries Sector
- Roles and Responsibilities of Local Governments - Evaluation of the Performance of Local Governments during the last ten years
- Interventions of LSGIs during the previous years - pros and cons - persisting issues - suggestions for addressing the issues
- Responsible fisheries sector - exhibition of documentary and discussion
- Fishery sector projects of LSGIs - possibility for integration
- Constructive participation of fishermen in Grama Sabha
- Functioning of working groups and preparation of status report
- Formulation of the Eleventh Plan - Fisheries Sector : Project Concepts
- Preparation of Action Plan - Implementation of Annual plan and preparation of the Eleventh Plan

By the end of the training the participants were able to evolve an action plan for improving the quality of planning for the benefit of the fisheries sector within the purview of the Eleventh Five Year Plan.

Number of Programmes : 2

Number of Participants : 83

Course Director : J B Rajan,
Assistant Professor
(Planning Management
and Development), KILA

Training for ST Survey Team

The Government of Kerala has decided to conduct a detailed survey to collect basic data on Scheduled Tribe (ST) families and habitats and ('doors'). The survey is to be concluded under the joint responsibility of Scheduled Tribe Development Department, Local Self Government Department (LSGD) and KILA. Of the 542 LSGIs with ST presence in Kerala, 499 Grama Panchayats, 5 Municipal Corporations and 38 Municipal Councils have been selected for the survey. The survey is to be conducted by the trained survey team members. This training was provided to District Level Officers and Resource Persons. The programme had the objective of upgrading the knowledge and skill level of the survey team for properly conducting the survey.

The content of the programme included:

- Importance of data based planning for the development of Scheduled Tribes
- Basic principles to be observed in the survey, filling up of formats, explanation of the technical terms etc.
- Familiarizing with forms I & II and doubt clearance
- Practical exercise in filling up forms
- Responsibilities and duties of the survey team members
- Quality check of survey forms and validation of data
- Training for using digital camera
- Preparation of action plan for conducting survey

Number of Programmes : 71

Number of Participants : 5927

Course Director : E J Joseph, Coordinator,
ST Survey

Experiential Learning on Watershed-Based Development Planning and NREGS

National Rural Employment Guarantee Act (NREGA) is a unique legislation, which ensures employment



to all rural men and women who are willing to do unskilled manual work. Apart from providing employment to rural masses, the programme also aims at realizing rural sustainable development of land through improved conservation of water, improved irrigation facility, land development and drainage facilities. The state of Kerala with extreme topographical and climatic variations should invariably resort to watershed-based planning and implementation of micro-watershed projects for ensuring sustainable development. Some districts like Wayanad have successfully blended NREGS and watershed development together to ensure improved results. Some Panchayats in Kasargod and Palakkad districts have created models. KILA took up the task of disseminating this concept through experience sharing and training programmes, so that these models could be replicated across Kerala. The objectives included:

- To promote clear understanding of the provisions and procedures of NREGS
- To enlighten the participants of the need of preparing watershed-based master plans and projects for sustainable development under NREGS
- To familiarize the participants with the methodology of preparing master plans for fixing priorities and developing appropriate skills
- To motivate the participants with innovative developmental experiments of Panchayats in the planning and implementation of NREGS

The topics included:

- NREGS – Basis objectives and vision
- Watershed-based development and NREGS
- Innovative developmental practices of LSGIs in NREGS planning and implementation
- Different stages for preparation of watershed master plan
- Preparation of field survey and transect walk in the watershed
- Demarcation of watersheds
- Stakeholder consultation with inhabitants of watershed
- Collection of local data
- Community participation in watershed planning
- Conduct of Watershed Grama Sabha
- Preparation of projects and Watershed Master Plan

Number of Programmes : 18

Number of Participants : 1389

Course Director : Help Desk Team

4. LOCAL PLANNING

Training for the Chairpersons of Development Standing Committees

The obligatory functions and sectoral (development) functions that come under the purview of Grama Panchayats in Kerala are development-oriented. Following the People's Plan, detailed guidelines have been issued for preparation of annual plan and five year plan, implementation and monitoring. The Development Standing Committee is responsible for subjects coming under the 'Development and Infrastructure' classification. They also have to prepare proposals for the sector pertaining to development to include in the annual budget of the Panchayat. This demands proper knowledge and skill for the preparation of projects. Appropriate training programmes from KILA have enabled them to perform their tasks with clarity and efficiency. The objectives included:

- To enable the participants to develop capacity for effectively discharging the functions of the chairpersons of Development Standing Committees
- To build knowledge and attitude in the participants to exercise leadership in development activities, based on the principles of decentralization
- To facilitate the development of skills for improving the quality of service delivery of the transferred institutions
- To promote learning from models and developing innovative solutions

The topics included:

- Decentralization of powers and Role of Development Standing Committee
- Functioning of Development Standing Committee and development of primary production sectors
- Central and state government flagship development programmes and approaches of local development
- Improvement of service delivery functions and benchmarking of service quality
- Acquaintance with innovative development ideas and replicable models
- Efficient institutional management of transferred institutions



- Leadership skills and efficiency of Standing Committee Chairpersons
- Resource mobilization and formulation of budget - role of Development Standing Committee
- LSGIs and sustainable infrastructure development
- Infrastructure development and protection of environment
- Action plan formulation for local development

Number of Programmes : 1

Number of Participants : 67

Course Director : Abey George,
Assistant Professor
(Local Administration), KILA

Training for Technical Advisory Group Members

The Technical Advisory Groups (TAG), constituted for the scrutiny and vetting of LSGI plans and projects, has been entrusted with important functions and responsibilities, such as incorporating the targets enlisted in the 11th Plan, while giving priority to special sectors and most importantly striking a balance in the development plans, capable of ushering in sustainable economic development and social justice. With a view to enhancing the capacity of the members of the TAG, the State Government took the initiative to design a one-day workshop for TAG members in the state. The workshop was conducted at KILA on 3rd January 2009. It was inaugurated by Sri, K. Radhakrishnan, Hon. Speaker of Kerala Legislative Assembly at a meeting presided over by Sri C P Narayanan, Member, State Planning Board. The programme was attended by 300 TAG members from all over the state. As a preliminary to this state level workshop, regional workshops were conducted in Thrissur and Thiruvananthapuram on 22.12.2008 and 23.12.2008 respectively. A total of 450 representatives participated in these workshops. The topics of the workshop included:

- Roles and responsibilities of TAG
- Process and Procedures of plan appraisal and project vetting
- Preparation of plan appraisal and project vetting reports to District Planning Committees
- Introduction of the codes and templates for Project preparation
- EMS housing program - guidelines
- Feedback on the workshop and evaluation of training

Number of Programmes : 41

Number of Participants : 2564

Course Coordinator : Help Desk and State Resource Team

District Level Training for Office Bearers of Working Groups

Office bearers of Working Groups, chosen from among the members of civil society formations, are experts in various fields. Panchayat Working Groups have very important roles to play in the context of decentralization of powers and functions and the introduction of decentralized planning. Decentralized planning requires expertise and high level of skill, in addition to knowledge of financial rules and regulations for spending public money. The working groups have to function also as monitoring committees. It is important that they develop capacity to prepare annual plans and projects in conformity with the rules, regulations and guidelines and also monitor implementation. The district level KILA training was attended by the Chairpersons and conveners of the subgroups of the Working Groups. The programme had certain clear and specified objectives like:

- To enable the participants to develop a comprehensive understanding of the guidelines for the preparation of Panchayat annual plans
- To familiarize the participants with the project formats, the code book as well as use of computer for preparing projects
- To promote proper understanding of the concepts of the 11th Five Year Plan and decentralized planning

The contents included:

- Annual plan formulation and special provisions in the plan formulation guidelines
- Introducing the project formats, code book and guidelines
- Computer application for project formulation
- Preparation for project formulation and steps for approval of plans
- Planning for different development sectors
- Introduction of the Subsidy Guidelines
- Preparation of the action plan for plan formulation

Number of Programmes : 286

Number of Participants : 32525

Course Coordination : Help Desk and State Resource Group Team



Training for Plan Implementation, Project Management and Participatory Monitoring

Ever since the days of the launch of the 9th Five Year Plan, the Panchayati Raj System, based on the 73rd Constitutional Amendment, has been in full force in Kerala. Even prior to the Constitutional Amendment, Grama Panchayats in Kerala had been in the forefront of implementing development programmes through the centrally-sponsored schemes, and various state-sponsored schemes. Decentralized development started already with the 8th Plan through the untied fund, provided by the State government. On launching the three-tier Panchayati Raj System, functions, functionaries and institutions, envisaged in the 11th Schedule of the Constitution and Schedules III, IV and V of the Kerala Panchayati Raj Act 1994, were transferred to the respective levels of Panchayat. Subsequently, the Kerala government launched the People's Plan as a form of decentralized planning and implementation and one third of the State Plan funds were devolved to the LSGIs. Sectoral allocation of the State budget for the transferred functions was also devolved to LSGIs. Funds from various centrally-sponsored schemes and from other agencies, such as NABARD, were also coming to LSGIs. The process, known as 'Kerala Development Programme' continued during the 10th Plan. During the 11th Plan, the Government decided to launch the second phase of the People's Planning. Detailed guidelines have been issued. The LSGIs have to prepare two sets of plans: a five year plan and annual plan for each year. Working out plans, keeping in mind the concept of overall, integrated and eco-friendly development, combining economic development with social justice, requires high levels of knowledge, skill and commitment. The process involves the participation of a number of LSGI functionaries, such as Panchayat Committee, Standing Committees, Steering Committees, Working Groups, Technical Advisory Groups, District Planning Committee, Officials both technical and administrative (Implementing Officers). Kerala has set a model in participatory decentralized planning and implementation, not only to the country, but also to the entire world. Systematic training at different levels is necessary to keep up the quality of participatory planning as well as for attaining the targeted results. The programme had the following objectives:

- To facilitate the development of the concept of decentralization, participatory planning,
- 11th Five Year Plan and the role of LSGIs in plan implementation and monitoring
- To help the participants to develop the concept of sectoral allocation, priorities, special programmes, subsidy norms

- To help the participants to develop meticulous knowledge on the guidelines issued by the Government
- To build the capacity to evaluate the impact of decentralized planning and identify gaps and plan corrective steps
- To facilitate the development of the capacity of the participants to prepare draft plans and to draft final plan, reflecting the decisions of the Grama Sabha, stakeholder discussion, development seminars etc.
- To help the participants to develop skills for plan implementation, project management and participatory monitoring
- To help the participants to develop the skills of the officials to prepare and maintain different registers, bills and other records pertaining to financial matters

Number of Programmes : 109

Number of Participants : 12756

Course Coordination : Help Desk and State Resource Group

Training for Technical Advisory Group Members

TAG was constituted for vetting of plans prepared by different tiers of LSGIs. It is a task requiring high level of technical knowledge and competence, involving constant up gradation and refinement of skills. The TAG members should also have thorough knowledge of the rules and regulations of public expenditure, the guidelines for preparation of plans and projects, sectoral allocation, subsidy norms, mandatory allocation etc. To be able to address problems related to the preparation and implementation of projects, involving complex methods, the TAG members need to be thorough with the concept of modern project management. The centralized training programme, conducted at KILA, was attended by Panchayat Presidents, Standing Committee Chairmen, Chairmen and conveners of TAGs and secretaries and implementing officers of LSGIs. The programme aimed at the following objectives:

- To ensure improved accountability and transparency in the formulation and implementation of plans and projects of LSGIs
- To ensure the preparation of integrated projects, instead of isolated individual projects
- To accelerate the vetting and approval of projects, so that maximum period may be available for implementation



- To ensure that the plans and projects conform to the norms of the Eleventh Five Year Plan and the financial rules and procedures

The contents of the programme included:

- Norms for the Five Year Plan
- Guidelines issued by the Govt. for preparation of Annual Plan and Five Year Plan
- Rationale behind decentralized planning and administration and norms, rules and procedure for utilization of public money, vetting of plan, project etc.

Number of Programmes : 26

Number of Participants : 3166

Course Coordination : Help Desk and State Resource Group Team

Training for Engineering Staff deployed to LSGIs

The engineering staffs are among the functionaries devolved from the state government departments to LSGIs. The nature of their work being highly technical, the engineering staffs were used to a strict vertical hierarchy, with little involvement to other officials and functionaries, while working in the State government department. The situation in local governance scenario is quite different. The engineering personnel, therefore, needed to be oriented to the new work environment and culture. They need to be informed about the new system of governance and develop new attitude as well as skills for working alongside the LSGI functionaries. This was the rationale behind KILA's training strategy for Assistant Executive Engineers, Assistant Engineers and Overseers, deployed to LSGIs. The programmes were conducted at the 4 zonal centres and at KILA. The objectives included:

- To enhance the awareness level of the participants on the objectives of decentralization in Kerala and the public works rules of LSGIs
- To help develop clarity on the roles and responsibilities of the technical staffs of LSGIs
- To upgrade the capacity level of the engineers as implementing officers of construction projects of LSGIs
- To enable the participants to plan and implement public works as per the Public Works Rules of LSGIs
- To help develop skills to integrate infrastructure development schemes with watershed-based development approach

- To facilitate the change over from the traditional functioning of the Public Works Department to the culture of decentralization and democratic values of Local Government Institutions.

- To enable the engineering staff to take decisions based on the priority of rural connectivity plans

The contents of the program included:

- Eleventh Five Year Plan and Infrastructure Development - New approach, Development Vision and Priorities
- Infrastructure Development : watershed development perspective
- Public Works and Local Development: issues, reasons and suggestion to resolve the issues
- Preparation of maps - watershed maps, resource maps, connectivity plan, and power line mapping, habitat mapping
- Public Works Rules - implementation, monitoring, evaluation, social auditing
- Project planning and roles and responsibilities of engineering staff
- Preparation and maintenance of accounts and registers related to project implementation (theory)
- Accounting (practical)
- Designing and construction of buildings
- Designing and construction of minor irrigation and water supply projects
- Technical system for solid waste disposal

Number of Programmes : 8

Number of Participants : 170

Course Director : J B Rajan, Assistant Professor (Planning Management and Development), KILA

5 GENDER AND DEVELOPMENT

Leadership Development Training for Women Presidents

The 73rd and 74th Constitutional Amendments have made it mandatory to reserve one third seats for women in the LSGIs. Elected women representatives (EWR) hold important positions, such as President, Vice-President. They need to develop capacity to play their roles effectively for the development of the village they represent. Many of the EWRs are new



Sri K.P.Rajendran, Hon. Minister for Revenue releasing the KILA News Letter

entrants into the field and need proper and effective training in order to make them capable enough to dispose their roles efficiently. Following its clear gender perspective and commitment, KILA has conducted several programmes exclusively for the benefit of EWRs. Leadership Development Training for Women Presidents of Grama Panchayats and Block Panchayats and Women Standing Committee Chairpersons was one such programme. The four-day training, comprising of brainstorming exercises, group discussion, practical exercises and role play had the following objectives:

- To facilitate the development of communication skills
- To help develop the capacity of the participants for identifying and analyzing problems and arriving at solutions
- To help develop the skill to analyze gender issues and undertake efforts towards gender mainstreaming
- To promote skill for effective time management
- To facilitate the development of knowledge about laws and statutes relating to local administration

The topics included:

- Issues encountered by women elected representatives and suggestions for solution
- Development of effective decision making
- Life cycle and their impact on gender status
- Time management
- Conflict management

- Skills for using power point and slides for communication
- Skills development in group discussion and panel
- Powers and functions of Chairpersons of LSGIs
- Development of skills in conducting meetings
- Experience sharing of women elected leaders
- Development of communication skills - different aspects
- Report writing skills

Number of Programmes : 6

Number of participants : 472

Course Director : Sri. Madanmohan, Consultant, KILA

Leadership Development Programme for Elected Women Representatives

More than one-third of the elected representatives to LSGIs are women. Among them are Chairpersons of LSGIs, Vice-Chairpersons, Chairpersons of Standing Committees, members of Standing Committees and Conveners of Working Groups for programme planning. Not many of them are experienced enough to carry out their responsibilities effectively and face the challenges thrown up by the exigencies of responsive local governance. KILA's leadership development training programmes have served to fill the gap to a large extent. The objectives of the programme included:

- To enhance the capacity of elected women representatives as leaders and implementers



- To enhance the communication and articulation skills of the EWRs
- To acquaint the participants with the laws and statutes relating to local administration
- To empower the participants for working towards the improvement of women's status in Kerala
- To help them acquire skills for transforming women component plans into tools for improving women's status
- To equip the participants with knowledge skills and motivation to address atrocities against women by using the legal avenues and tools

The topics included:

- Women's status study- Scope and Importance
- Jagrathasamithi Functioning
- Kerala Panchayati Raj Act –Provisions for Transparency and Accountability
- Roles of EWRs as standing committee member, ward member and Panchayat member
- Women and their legal rights
- Communication skills - spoken
- Communication skills – written

Number of Programmes : 20

Number of participants : 682

Course Director : Sri.Madanmohan,
Consultant, KILA

Leadership Training for Women Chairpersons of Standing Committees

Standing Committees play an important role in the day-to-day administration as well as the development functions of PRIs. KILA has designed and implemented specific programmes for the members of the Standing Committees. The objectives of the three-day programme included:

- To enhance the capacity of elected women representatives as leaders and implementers
- To enhance the communication and articulation skills of the EWRs.
- To familiarize the participants with the laws and statutes relating to local administration
- To familiarize the participants on the statutes relating to women in Kerala
- To help develop the skill for transforming Women Component Plan into a tool for improving women's status

- To motivate the participants to take effective action for addressing atrocities against women
- To enlighten the participants on the duties and functions of Standing Committees

The topics included:

- Socio- Economic Status of Women in Kerala
- Jagrathasamithi (Vigilance Committee) Functioning
- Kerala Panchayat Raj Act
- Roles and responsibilities of elected representatives as Standing Committee member, ward member and Panchayat member
- Women and their legal rights
- Communication skills- spoken
- Communication skills– written

Number of Programmes : 4

Number of Participants : 314

Course Director : Dr. Retna Raj,
Assistant Professor
(Panchayati Raj), KILA

Training for Jagratha Samithi Members

Gender justice and equal status of women is enshrined in our Constitution. However, women have always been victims of neglect and ill-treatment. Atrocities against women have been on the increase. The government has constituted various committees and institutions for dealing with this problem. An innovative initiative of the state government in this matter has been the creation of Jagratha Samithis (Vigilance Committees) at the Panchayat level, to facilitate women's accessing legal remedies. The success of the Jagratha Samithies depends on the leadership qualities of the members of the Samithy. KILA has done a good piece of solid work in empowering the members of Jagratha Samithies through its capacity building initiatives. The programme was focused on the following objectives:

- To equip the members with thorough understanding of the nature, importance, dynamics and procedures of Jagratha Samithi
- To promote skill development for approaching issues and complaints with clear gender perspective and psychological acumen
- To capacitate the Jagratha Samithi members for gender evaluation of projects, implementation of WCP and other activities of LSGIs



The topics included:

- Roles and responsibilities of Jagratha Samithi members
- Guidelines for Jagratha Samithi functioning
- Theories of counselling and psychological approach to women's issues
- Preparation of projects of Jagratha Samithi and related issues
- Women and their legal rights

Number of Programmes : 39

Number of Participants : 2143

Course Director : Sri.Madanmohan,
Consultant, KILA

Training on Gender and Development

Gender analysis, gender planning, gender responsive budgeting and auditing are very important tools for the effective utilization of Women Component Plans, which address all the basic needs of women and strengthen their participation in the local bodies. Gender equity is very relevant in equitable local governance. It is important that all the stakeholders develop their gender sensitivity. This was the rationale of KILA's training programme for the functionaries of the Panchayats, which had completed the Women Status study, as well as for KILA staff, extension faculty members and Help Desk members. The objectives of the programme included:

- To promote development of awareness among the participants on the importance of their positions for addressing women's issues
- To familiarize the participants with gender concepts
- To help develop the skills for gender planning, budgeting and auditing
- To help develop skills for preparing action plans for promoting gender equity

The topics included:

- Roles and responsibilities of Panchayats in gender planning, gender budgeting and gender auditing
- Jagratha Samithi Functioning and the Guidelines
- Process of gender planning, gender budgeting and gender auditing.
- Women and their legal rights

Number of Programmes : 1

Number of Participants : 49

Course Director : Dr. Retna Raj,
Assistant Professor
(Panchayati Raj), KILA

Panchayat Mahila Shakti Abhiyan, Kerala

Following the ninth state plan, 10% of the Plan Fund was earmarked for women development activities under Women's Component Plan (WCP). This marked a definitive shift towards 'gender concerns' of local development. Of the 18483 elected members of three-tier Panchayati Raj Institutions in Kerala, 6515 are women. However, the EWRs are far from having the capacity for effectively playing their roles as champions of women's cause. This is especially true of the first timers. One of the demands put forth repeatedly by the EWRs across the nation has been the formation of a forum or association for sharing and learning from one another's experience. Responding to this wish of the women PRI representatives, the Ministry of Panchayati Raj, Govt. of India, proposed the 'Panchayat Mahila Shakti Abhiyan'(PMSA), with cascading representation of elected women representatives from the district level and divisional level local governments, in the 11th Five Year Plan. PMSA's main objectives include:

- To articulate the problems of women Panchayat leaders
- To discuss issues regarding the institutional mechanisms for the empowerment of women Panchayat leaders
- To develop a charter of issues to be mainstreamed into policy and provide advocacy support so that women's concerns are addressed by the process of development adopted by the State and the three-tier PRI system

KILA took several steps for strengthening PMSA in Kerala, including:

- Constitution of a State level Core Committee
- Preparation of Women's Charter for 'Panchayat Mahila Shakti Abhiyan' in Kerala
- Workshops on Women's Charter for 'Panchayat Mahila Shakti Abhiyan' in Kerala
- Workshops with the NGOs and research organizations
- Workshops with the leaders of women's wing of the political parties and service organizations
- State level sammelan (convention) of the elected women representatives
- District level sammelan of the elected women representatives
- Skill development programmes for elected women members



Number of Programmes : 14

Number of Participants : 3060

Course Director : Dr. Retna Raj,
Assistant Professor
(Panchayati Raj), KILA

Women Status Study

Despite the constitutional guarantees, international declarations and practices such as gender budgeting, gender planning and gender auditing, the stark fact is that women do not enjoy equal status with men. Assessing the current scenario with regard to women's status is the starting point of positive action. This was the thinking behind the pilot study on women's status, conducted in four Grama Panchayats, jointly by SDC- CapDeck and Sakhi. Based on the learnings of the experiment, a handbook on gender status study was prepared. In partnership with SDC CapDeck and SAKHI, KILA conducted women's status studies in another 42 Panchayats. The study led to several positive impacts, including:

- 15 Grama Panchayats developed gender plans
- 16 more Panchayats took the initiative to conduct gender status study
- An experience sharing workshop was conducted, in which 154 persons participated.
- The Panchayats became fully convinced about the importance of gender status study, gender budgeting and gender planning.
- A hand book was prepared on the methodology of women status study.

Number of Programmes : 21

Number of Participants : 623

Course Director : Dr. Retna Raj,
Assistant Professor
(Panchayati Raj), KILA

Training on Gender Planning, Gender Budgeting and Gender Auditing

Ten percent of the total plan fund of LSGIs has to be set aside for women oriented development activities. It is essential to have proper expertise and skill to develop and prepare projects related to the subject among those functionaries involved with the matter. Unless they have adequate knowledge of the issues, that has to be addressed for ensuring women's security and development, the goals of gender mainstreaming cannot be realized.

The training in gender planning, gender budgeting and gender auditing were conducted with the objectives:

- To help develop skills for gender budgeting, gender planning and gender auditing in LSGIs
- To develop a gender status vision to be incorporated in all training programmes
- To develop a development paradigm based on gender equity

The topics included :

- Concept of gender and development
- Status of women in Kerala
- Gender status and development of women
- Gender planning, gender budgeting and gender auditing
- Formulation of projects for women component plan
- Preparation of gender budgeting
- Jagrathasamithy functioning
- Gender status study- Process and Methodology

Number of Programmes : 29

Number of Participants : 1380

Course Director : Sri.Madanmohan,
Consultant, KILA

Training for KILA Extension Faculty Members on Gender and Development

The meaningful practice of gender planning, gender budgeting and gender auditing requires ongoing training, continuous support and creation of replicable models. With this objective of mainstreaming gender in the entire training programmes KILA designed and implemented the training for extension faculty team on gender and development. KILA insists on adopting a gender approach in all training programmes. The four day programmes were attended by 234 faculty members. The objectives of the programmes included:

- To enlighten the participants on the importance of gender-specific approach in training as well as development activities
- To help develop skills in gender budgeting, gender planning and gender auditing

The topics included:

- Concept of gender and gender status
- Status of women in Kerala
- Gender status and development



- Gender planning, gender budgeting and gender auditing
 - Gender and development and project formulation in the women component plan
 - Women status study : process and methodology
- Course Director : Sri.Madanmohan, Consultant, KILA

Gender Training for KILA Staff

KILA has decided to transform this organization as a gender friendly institution. One-day training on gender was conducted for the benefit of all the members of KILA staff. The idea was that gender cannot be dissociated from any activity of KILA and hence all the members of the KILA family should be sensitized on gender dimensions in life whether at home, in the office or in the field. The entire staff members of KILA attended the programme.

6. URBAN GOVERNANCE

Training of Ministerial Staff of Urban Local Bodies

The training programme for ministerial staff of ULBs is designed in the context of the need for updating the knowledge, skill and attitude of the ministerial staff for addressing the challenges of urbanization in Kerala. At the national level the JNNURM provides the over all framework for the urban reforms for improving the quality of service and establishing good governance. The staffs of ULBs need to be familiarized with the city development plan, developed with people's participation. Based on this reform, initiatives have to be identified and detailed project reports have to be prepared. There are several options for financing these projects, including public-private participation (PPP). In order to access the financial support from the union government, the state government and the respective local body have to undertake the mandatory and optional reform measures. Introduction of accrual- based double entry accounting, property tax reform, reducing the stamp duty to 5 per cent, earmarking amount for poverty reduction, etc. are some of the important prerequisites for accessing JNNURM fund. In operationalizing these activities, the staffs of ULBs have a very important role hence this training programme was conceptualized in this context. The objectives consisted of:

- To update the knowledge, skill and attitude of the ministerial staff for addressing the challenges of urbanization in Kerala
- To familiarize the participants with the city development plan (CDP) project management, implementation and preparation of project reports

The contents consisted of:

- Decentralized Urban Governance
- Kerala Municipality Act
- Municipal Administration- Issues and Problems
- Functions and Developmental responsibilities of ULBs in Kerala
- Roles and responsibilities of official functionaries
- Taxes and fees
- Permit and license
- Poverty alleviation and Social Security Programmes
- Double entry accounting system of ULBs
- Budget preparation and budgetary control
- Auditing of municipal accounts
- Participatory planning : Process and procedures
- City Development Plan Preparation
- Property Tax- mapping, assessment, collection
- Stores Purchase Rules
- Public Works Management
- Plan Implementation and Project Management
- Centrally Sponsored Programmes for Urban Development and Poverty Alleviation

Number of Programmes : 5

Number of Participants : 212

Course Director : Dr. Sunny George,
Professor, HUDCO Chair,
KILA

Training on Plan Implementation and Monitoring

The ULBs in Kerala are in the process of implementation of the projects of the annual plan. Many doubts still existing related to the implementation and monitoring of the projects. Many projects need to be revised based on the recent developments, changes in subsidy rates, schemes etc. In this context, a two-day training programme was been designed and conducted for all ULBs in Kerala. Chairmen, Standing Committee Chairmen, secretaries, accounting officers, implementing officers, plan coordinators and engineers of urban local governments participated in this programme.

The overall objective of this programme was to support the ULBs in the implementation of the projects and monitoring the process of



implementation.

The specific objectives included:

- To help reinforce the process of plan implementation
- To familiarize the participants with the details of public works
- To help understand the process of flow of funds and accounting
- To familiarize the participants with the process of revising the projects

The topics of the program included:

- Institutional strengthening and people's participation
- Plan implementation and project management
- Public works management
- Flow of funds and accounting
- Monitoring, evaluation and social auditing

Number of Programmes : 6

Number of Participants : 367

Course Director : Dr. Sunny George,
Professor, HUDCO Chair, KILA

Training in Double Entry Accounting for Officials of ULBs

In the cash-based single entry accounting system, so far followed by the ULBs, only cash receipts and cash payments are recorded. However, this system does not give an exact picture of the financial status of the ULBs. Also, it does not effectively contribute to the financial planning and decision making process, in the context of increased powers, functions and additional financial resources devolved to the Municipalities as per the 74th Constitutional Amendment Act. Therefore, Government of India has initiated the National Municipal Accounting Reforms, based on the recommendations of the Task Force constituted by the Ministry of Finance and the Ministry of Urban Development, to facilitate the introduction of Double Entry Accrual-Based Accounting System across the country. With a view to facilitating the successful implementation of this system in Municipalities, KILA offered several training programmes with the following objectives:

- To help the participants to develop proper understanding of the principles of Double Entry System of Accounting

- To promote thorough knowledge of the Kerala Municipal Accounts Manual
- To help the participants develop skills for performing the day-to-day accounting transactions using Municipal Accounting Software
- To help develop the ability to independently handle all accounting, jobs including finalization of accounts, generation of various MIS reports and to oversee the work done by subordinates

The main contents of the programme included:

- Introduction to Accrual-Based Double Entry Accounting System
- Preparation of Books of accounts and trial balance
- Preparation of financial statements-I
- Preparation of financial statements-II and bank reconciliation statement
- Introduction to Kerala Municipal Accounting Software
- Introduction to Kerala Municipal (Accounting) Rules 2007, National Municipal Accounts Manual and Kerala Municipal Accounts Manual and familiarization with the new coding structure
- Accounting transactions in Kerala Municipal Accounting System (Software)-1: Property and other Taxes, rental and fees
- Accounting transactions-2: employee related transactions, public works and other revenue expenditure
- Accounting transactions-3: grants, fixed assets, transferred Institutions and other items
- Test paper based on the training
- Familiarization of financial statement of ULBs and preparation of Opening Balance Sheet
- Accounting Transactions in Kerala Municipal Accounting Software (KMAS-II)
- Budget entry, report generation and backup of data

Number of Trainings : 6

Number of participants: 132

Course Director : Dr. Sunny George,
Professor, HUDCO Chair, KILA

OTHER ACTIVITIES-WORKSHOPS AND SEMINARS

1. Participatory Learning on Food Security

One of the major challenges faced by Kerala is self-sufficiency in the production of food grains. Nearly 50 percent of the domestic need for grains and vegetables is met by bringing the food items from other States. Consequently, one of the topmost priorities of the government in the 11th Plan is to revitalize agriculture, especially food crop production, through scientific natural resource management. Group farming efforts are encouraged to restore the diversity of traditional homestead farming. Efforts in the primary sector are promoted through strengthening micro-enterprises and encouragement of small and medium enterprises for value-addition of the local products and their marketing.

In the wake of the food security crisis and in conformity with the policies of the state government, KILA and LSGIs jointly decided to conduct a food crop productivity campaign by disseminating the models created by the Panchayats of Kodakara, Kanjikkuzhi, Polpully, Perambra and Sulthan Battery. Keeping this view, KILA conducted a series of state level workshops titled 'Participatory Learning Series on Food Security'.

2. Paddy Cultivation - Kodakara

Kodakara Block Panchayat in Thrissur District has set a model of enhanced paddy cultivation. The effort, known as 'GALASA' (Group Approach for Locally Available Sustainable Agriculture) carried



Sri. V.S. Achuthanandan, Hon. Chief Minister inaugurating the 'Participatory Learning Workshop on Vegetable Cultivation' at Kanjikkuzhi



out with the active participation and involvement of farmer groups, different developmental agencies, three tier Panchayats, and the technical support of Kerala Agricultural University, proved to be highly successful.

The workshop organized jointly by the LAD-Govt. of Kerala, KILA and Kodakara Block Panchayat on 29th and 30th August 2008 was attended by 205 delegates from 100 LSGIs, including Presidents/Vice Presidents, Agriculture Officers and members of the working groups. The workshop was part of a publicity campaign aimed at promoting replication in other areas, so as to augment food production and achieve self-reliance in food security. The workshop provided an opportunity for the participants to get practical experience on different tools used in the integrated paddy farming. The participants also visited Padasekharams (rice fields) at Noolvally, Chazhikkadu, Mupliam, Karayampadam, Vattanathra and Kavalloor and had interactions with scientists, experts, technicians and practitioners.

3. Peoples' Vegetable Cultivation Programme of Kanjikuzhy Panchayat

Kanjikkuzhy Grama Panchayat, located in the sandy coastal areas of Alappuzha district, has predominantly unfertile soil with poor water retaining capacity. The village Panchayat was imaginative and bold to promote innovative experiments at food production, such as group farming of vegetables. Technical inputs were provided by Krishi Bhavan and the Panchayat developed an exclusive programme to include primary and secondary stakeholders, such as individual households, neighbourhood groups, agricultural

officers, farmer clubs in an effort to achieve self-sufficiency in vegetables and fruits. A Panchayat development society was constituted for the procurement and marketing of these products. A fair prize system protected the interests of both the producers and the consumers.

Grama Panchayat Presidents/Vice Presidents, Agriculture officers, members of the working groups and 300 delegates from 100 Grama Panchayats attended the two-day workshop conducted on 27th and 28th of September 2008 in the Grama Panchayats of Kanjikuzhy and Mararikkulam North in Alappuzha district. The Honourable Chief Minister of Kerala, V.S. Achuthanandan, inaugurated the programme. The Finance Minister, Dr. T.M Thomas Isaac, presided over the function. The workshop facilitated the participants to gain meaningful insights on the cultivation of vegetables through exchange of information and field visits.

4. Inland Fish Water Fisheries - Polpully, Palakkad

The fisheries sector plays a vital role in the socioeconomic development of the state by generating sizable income, employment and food to the people. Fish production in the marine sector has considerably declined due to various factors like over fishing, unscientific fishing methods etc. Against this background, the development of inland fisheries and aquaculture has been identified as alternative means to increase fish production. The government of Kerala envisages an integrated project for the development of inland fisheries and aquaculture. The venture titled 'Matsya Keralam' will be implemented through the local governments.



Sri C. Divakaran, Hon. Minister for Food and Civil Supplies inaugurating the 'Participatory Learning Workshop on Meat, Egg and Milk' at Sultan Battery



Sri G. Sudhakaran, Hon Minister for Co-operation addressing the valedictory function of the 'Experiential Learning Programme on Vegetable Cultivation at Kanjikuzhy



The participants of the 'Experiential Learning Programme' on Paddy Cultivation interacting with farmers

The project is to be implemented in all the 14 districts of the State over a period of three years. 700 Grama Panchayats will participate in the programme and 10000 hectares of inland water bodies have been identified to promote fish/prawn/shrimp culture.

Availing of the opportunities of the decentralized People's Plan, a number of Panchayats in the State have designed successful projects of inland water fish culture with the support of farmer groups. Polpully in Palakkad district is one such Panchayat, which experimented with innovative fresh water pisciculture in public and private ponds and tanks. Paddy and fish/prawn culture in 'padasekaharams', brackish waters, integrated fish farming, ornamental fish production units, fish seed rearing centres, carnivorous fish production units, Panchayat level community fish ponds, fish feed production units, quality control lab, cooperatives for procurement and marketing were some of the salient features of the innovative venture. It was in this context that KILA, with the support of the Department of Fisheries and Local Government Department, conducted a two-day workshop on the experience of fresh water fish culture in Polpully on 25th and 26th of October 2008.

Presidents/Vice presidents/Chairmen of Development Standing Committees/Agriculture officers and members of the working groups from 100 LSGIs participated in the workshop. The primary aim was to enable the target groups to diversify aquaculture for increasing fish production in inland fresh water/brackish water bodies. Sri S Sharma, Minister for Fisheries and Registration Department, inaugurated the two-day participatory workshop. Sri N.N. Krishnadas, M.P., presided over the function. The functionaries of the District, Block and Grama Panchayats were present on the occasion. Around

1000 farmers and villagers attended the inaugural function.

Field visits, open forums, thematic sessions etc. provided ample opportunities for the participants to interact with the experts as well as the practitioners. Scientists and experts from Kerala Agricultural University, Fisheries College, ITRC, TEAP and FFDA were the chief contributors in the different sessions. Various institutions and agencies, like the Fisheries Department, NFSF, Lead Bank, District Cooperative Bank, Kudumbashree, Matsyafed, and CIFT were represented. The topics included:

- Inland fresh water fisheries and food security
- Fish seed production, farm management - issues and opportunities
- Fish culture programme, opportunities for integration
- Fish harvesting, marketing, value addition - issues and opportunities
- New methodologies in fish culture

5. Value Addition of Coconut

Perambra Block Panchayat in Kozhikkode district has undertaken several initiatives towards the economic uplift of the villages through the introduction of various innovative development projects. 'Subhiksha' is one such model project, implemented under the SGSY programme. This venture has successfully created 512 self-help micro-enterprises, which produce 25 value-added products from coconut. In an effort to publicize the models, under the Participatory Learning Workshop Series in Food Security, KILA and LSGD jointly organized a two-day workshop on 30th and 31st



of October 2008 at Perambra. The programme titled 'Value Addition of Coconut' was inaugurated by Sri Paloli Mohamed Kutty, Minister for LSGD. Distinguished guests including Sri C.P. Narayanan, Planning Board Member, Sri K. Kunhammad Master MLA, Sri K.P. Kunhammedkutty Master, District Panchayat President, Dr. Ahammed Bavappa, Director (Rtd) CPCRI, were also present on the occasion. Members from institutions like Coconut Development Board, CPCRI, KVK, Kerala Agriculture University, Department of Agriculture, Subiksha and Karshakasree 2008, too participated in the workshop. The inaugural function was attended by nearly 2000 farmers, experts and activists.

The participants were taken to various 'Subhiksha' clusters to get hands on experience. On the second day the participants in 7 groups attended the simultaneously conducted project clinics. This gave an opportunity to the delegates to clear their doubts on the coconut value-addition projects they had formulated. The project clinics had themes, such as:

- Emerging trends in integrated pest management practices
- Seed procurement and seedlings production
- Bio coconut culture
- Coconut processing and value-added products - Subiksha a learning experience
- NREGS and coconut development
- Coconut-based micro-enterprises and Kudumbasree
- Intercropping and integrated coconut development

6. Workshop on Meat, Egg and Milk Production

The domestic production of milk, egg and meat does not satisfactorily meet the State's consumption requirements. Many of the LSGIs in Wayanad district have been trying to augment milk, egg and meat

production. Sulthan Bathery Block Panchayat is producing the highest quality of milk in the State. Through 14 milk co-operatives, it collects 70,000 litres of milk on a daily basis. A single co-operative unit collects an average of 5000 litres per day. There are also many other group initiatives contributing considerably to the economic development of Wayanad like poultry farms, egg production units, piggery, cattle rearing, rabbit rearing, goat farms and buffalo rearing etc.

The participatory learning workshop conducted on 21st and 22nd of November 2008 at Sulthan Bathery disseminated the experience of Sulthan Bathery Panchayat in milk, egg and meat production among the participants. Sri C. Divakaran, Honourable Minister for Civil Supplies and Animal Husbandry, inaugurated the 2-day workshop. The function was presided over by the local MLA, Sri P. Krishna Prasad. Besides the delegates from 125 LSGIs, nearly 2000 farmers, activists and experts participated in the inaugural session. The open forum was moderated by Dr. P.P. Balakrishnan, Associate Dean, Veterinary College, Pookkodu. The questions and doubts raised by the participants were answered and clarified by Resource persons from Animal Husbandry Department, Dairy Development Department and Kerala Agriculture University.

7. Protection of Natural Resources

Natural resources are getting depleted due to multiple reasons, causing serious damage to environment as well as upsetting the bio-diversity. The protection of natural resources has, therefore, become an essential step to conserve our environment. Since the protection of environment is one of the mandatory functions of the Grama Panchayats it can play very effective roles in this matter. Representatives from seven Grama Panchayats participated in the one-day seminar conducted on 31st December 2008 at KILA, was aimed at inculcating the importance of conserving natural resources in the minds of the participants. The objectives of the programme included:

- To help the participants develop a deep understanding of the need for conserving natural resources
- To facilitate the development of blueprints for future course of action

The seminar proposed follow-up actions, such as:

- Preparation of Watershed Master Plans
- Integration of different projects into the watershed programme
- Preparation of basic plans for the protection of natural resources and implementing them
- Formulation of a strategy for participatory learning, planning and implementation
- Policy formulation for watershed protection and environment-friendly land use at Panchayat level



Dr. Ahmed Bavappa addressing the 'Experiential Learning Workshop on Coconut Cultivation' at Perambra.

KILA EXTENSION SERVICE

1. HELP DESK SYSTEM

In tune with the policies and decisions of the State Govt. for strengthening the capacity building activities and for the effective formulation and implementation of the 11th Five Year Plan of local governments a Help Desk system in the State level as well as in the District level have been instituted and functioning since July 2007.

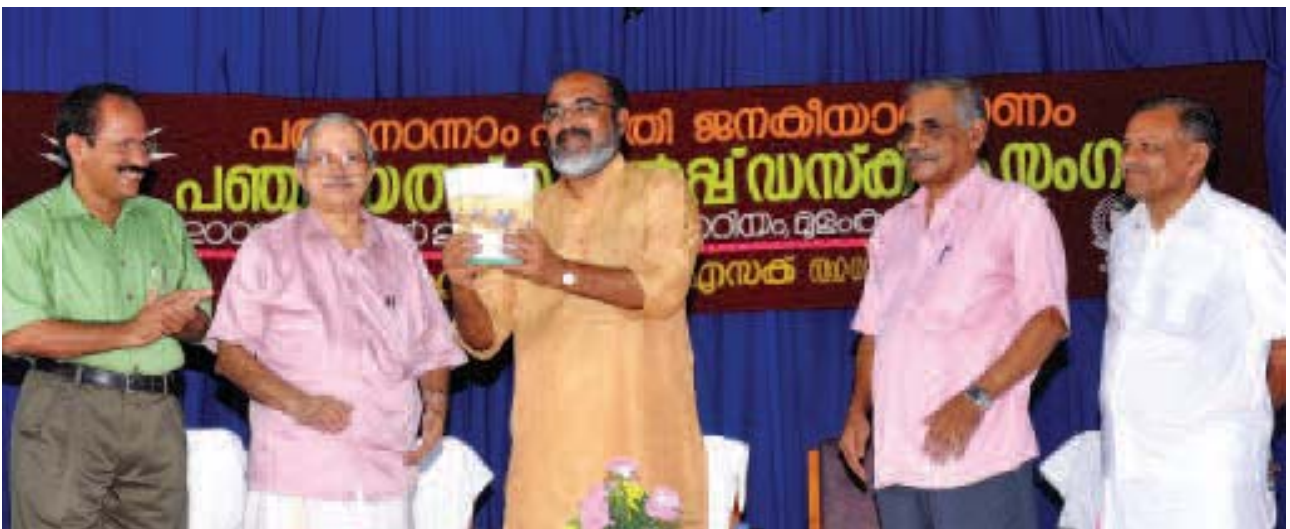
The help line team is constituted with potential resource persons who have expertise and field level experience in local planning, and participatory development, local governance, participatory implementation and monitoring of development projects, public works management and financial management of local governments. The elected representative and employees of LSGIs and other stakeholders are free to contact the Helpline team for getting clarification on any issue or practical problem over phone or in writing on public administration, decentralised local planning,

implementation, accounting, auditing, budgeting, public works and services through various line departments. The helpline services are now being extended to all LSGIs by constituting panchayat help desk team. On an average rate of 10-15 questions over phone are being attended by the help desk team at KILA. The total number of such questions cleared during the year 2008-09 comes to more than 4000.

The frequently asked questions and the answers given over phone are recorded and compiled periodically and published as FAQ Volumes for future reference of local government functionaries. Three such books have been published during 2007-08.

The KILA help desk is also engaged in bringing out a monthly news letter entitled "KILA News Letter" since July 2008.

Help desk has also facilitated in bringing out the following Publications during 2008-09.



Dr. T.M.Thomas Isaac, Hon. Minister for Finance releasing the book on 'Innovative Practices in converging NREGS with Agricultural Development' at KILA

Hand Books and Training Materials

SL.No	Title	Content
1.	Maruppachakal Undakunnathu (Malayalam)	Learning of the Olericulture Experience of Kanjhikkuzhi Grama Panchayat (Malayalam)
2.	Samyojitha Nalikera Krishiyum Moolyavardhitha Ulpannangalaum (Malayalam)	Learning of the value addition of coconut and manufacturing of coconut products in Perambra Block Panchayat
3.	FAQ Series I	Compilation of frequently asked questions and its answers
4.	FAQ Series II	Compilation of frequently asked questions and its answers
5.	FAQ Series III	Compilation of frequently asked questions and its answers
6.	Karshika Mekhalayil Puthen Unarvukal (Malayalam)	Innovative Practices in Planning and Implementation of NREGS and Agriculture Development



Sri Ampadi Venu, District Panchayat President, Trissur inaugurating the exhibition stall of KILA as part of the Panchayat Day Celebration at Trissur

2. STATE RESOURCE GROUP (SRG)

The Government of Kerala have decided to re launch the people's planning campaign during the Eleventh Five Year Plan with the objective of institutionalizing people's participation in local planning. In the operational guidelines issued by the Government of Kerala for formulation of 11th plan of local government envisaged several measures and

organisational systems to render adequate support for the effective plan formulation, implementation and monitoring of LSGIs.

In tune with these decisions the State Resource Group(SRG) was set up by the Local Self Government Department (LSGD) at the state level for facilitating the plan formulation and implementation process. It consist of a team of experts and activists from



Sri K. Radhakrishnan, Hon. Speaker of the Kerala Legislative Assembly inaugurating a workshop on 'Enhancing the Quality of Local Planning'

different departments and organizations involved in local planning and implementation. The SRG team was drawn on working arrangement basis from State Planning Board, Rural Development Department, Kudumbashree, Panchayat Department, Urban Affairs Department, Town and Country Planning Department, Finance Department, Information Kerala Mission, Kerala Institute of Local Administration, State Institute of Rural Development etc. Besides these personnel 8-10 experts retired from service and who are conversant with the rules and regulations in the filed of

public administration, decentralised planning, accounting, auditing and budgeting, public works, welfare programmes have also been added to this group.

The state resource group attached to the LSGD acts as a link between Government and local self- government Institutions (LSGI) and to bring out policy decisions in to guidelines, government orders/ circulars and facilitate the process of institutionalizing democratic decentralization in the state. The SRG is also entrusted with the following responsibilities.

- Collection and compilation of government orders and other relevant documents and disseminate them to LSGIs
- Assist KILA to design and implement training programmes for local governments
- Act as a resource centre for clearing the doubts of local government functionaries and provide secretarial support for State Level Technical Advisory Groups(TAGs)
- Coordinate the campaign activities as part of decentralized planning
- Extend support to KILA for its field level studies and research
- Provide support for LSGD for the functioning of the State Coordination Committee headed by the Hon. Minister of LSGD for taking policy decisions related to decentralized planning.



Prof. P.K. Raveendran inaugurating the gathering of 'Helpdesk' team members



REGIONAL, NATIONAL AND INTERNATIONAL COURSES, WORKSHOPS AND CONFERENCES

1. International Course on Decentralized Governance and Poverty Alleviation

Decentralized governance has been globally identified as the key strategy to address the problem of poverty, experienced by vast sections of the world population. Kerala has developed some models of rural poverty reduction with low capital investment. The international course on decentralized governance and poverty alleviation organized at KILA was aimed to share the knowledge of Kerala experience with delegates from other countries and learn from their sharing and feedback. The programme was attended by officials, administrators, policy makers, academicians, faculty members of training institute, social activists who are involved in local governance and poverty alleviation initiatives. The objectives included:

- To help analyze and understand Kerala's innovative practices in decentralized governance and poverty alleviation to develop replicable models for global practice
- To identify, document and disseminate the innovative poverty reduction strategies and practices in local governance at the global level

The topics of the course included:

- Decentralized governance and poverty reduction - global approaches
- Local governments for local economic development
- Social capital formation and civil society interface
- Decentralized governance and sustainable human development
- Pro-poor decentralization
- Gandhian concept of Grama Swaraj (Village Self Rule) and 73rd and 74th Constitutional Amendments
- Participatory planning in Kerala

2. National Course on Decentralized Governance

Effectiveness of decentralized governance in ensuring basic services to the common man has been recognized across the world. Hence decentralised governance has got an immaculate attention and significance among the developed as well as the developing nations in the world. Kerala is one among the leading states in India that have taken decentralized governance seriously. KILA has played a key role in promoting decentralization in Kerala through training and other facilitative initiatives. The national workshop on decentralized governance, conducted for the functionaries of urban and rural local bodies, administrators, policy makers and academicians, faculty members of training institutions, social activists and NGOs, had the following objectives:

- To sensitize the participants on the theory and practice of decentralized governance
- To provide the participants an opportunity to develop a historical perspective on decentralization of power and the procedures of local level participatory planning and implementation of projects experimented in Kerala
- To provide a platform for the sharing of experience by experts and policy makers in the area of decentralization

The contents included:

- Philosophy and practice of democratic decentralized governance
- History of decentralized governance
- Participatory plan formulation and implementation in Kerala
- Decentralized governance and poverty reduction
- Decentralized governance and sustainable human development
- Decentralization and empowerment of weaker sections



Sri.T.R. Raghunandan, Additional Secretary to the Ministry of Panchayatiraj, Government of India inaugurating the workshop on 'The Status of Decentralization and Local Governance' at KILA

3. National Workshop on the Status of Decentralization and Local Governance in Different States

Decentralization and local governance have assumed increasing importance in independent India and the process of decentralization has picked momentum after the enactment of the 73rd and 74th Constitutional Amendments. However, the level and pace of decentralization of power varies across the Indian states. Kerala is among the frontline States in developing successful models of decentralization. Sharing and learning from each other's experience is important in strengthening decentralization. This was the rationale behind the national workshop on the status of decentralization and local governance in various States. Policy makers and practitioners of decentralization, including elected representatives, administrators, academicians, NGO representatives and activists from the states of Karnataka, Tamil Nadu, West Bengal, Madhya Pradesh and Sikkim participated in the workshop. Thematic sessions under the following heads were included:

- Constitution of local bodies and elections
- Devolution of functions and funds
- Formation and functioning of DPC
- Decentralized planning
- Training and capacity building
- Gender and development
- Implementation of NREGA
- Local initiatives in strengthening Panchayati Raj

4. South Asia Workshop on Decentralization

In the context of several South Asian nations working on models of good governance, KILA thought it fit to conduct a South Asia Workshop on decentralization, with the objective of providing a common platform for sharing and interaction among delegates from various South Asian countries. The topics of discussion included:

- Trends in decentralization and structures of local governance in different countries
- SDC-supported activities in strengthening decentralization
- Achievements of SDC-supported programme
- Key issues and challenges of SDC-supported programme
- Future plans

5. South Asian Workshop on Local Democracy & Good Governance

The Commonwealth Local Government Forum held a conference on '*Deepening Local Democracy*' in Aberdeen, Scotland reiterated the fact that, "*effective, elected local government is an important foundation for democracy*" and although there is no one single model to follow, its establishment should be encouraged. South Asian Workshop on local democracy and good governance was conducted against this backdrop from 10th to 14th November 2009. The five day programme was attended by 45 members hailing from elected councillors, civil service officials, as well as civil society actors and



A national level training programme at KILA attended by delegates from Assam

representatives of local communities of Pakistan, Sri Lanka, India, and Bangladesh. The purpose of the workshop was to offer, in an accessible manner, specific choices for improving decentralization, electoral democracy, and direct citizen participation. The objectives included:

- To promote clarity on the concept and approaches to improve local governance and participatory development
- To help conceptualize and plan practical strategies and programmes to be enhanced through government - community interaction
- To enable the participants to apply good governance as a set of norms and tools to enhance accountability toward the local community
- To facilitate evaluation of the impacts of good governance on local development processes and issues

6. Regional workshop on "Local Governance in India: The Way Forward"

The three-day workshop was intended to focus on the developments in decentralized governance and planning in South India and for arriving at clarity on future actions required for strengthening decentralization. The Workshop was jointly organized by KILA and United Nations Decentralization Community, Solution Exchange, from 24th to 26th of February 2009 and hosted by Rajiv Gandhi National Institute of Youth Development (RGNIYD) at the institute's campus, at Sreeperumpudoor, Tamil Nadu. The participants consisted of representatives of local governments, national/ state level policy makers, representatives from training institutions,

academicians, social activists and resource persons. The objectives included:

- To disseminate the success of decentralization in Kerala and the efforts of KILA in capacity building
- To provide a forum for sharing experience and exchanging views on decentralization experiments of South Indian states

7. Workshop for preparing capacity building planning for BRGF in Wayanad and Palakkad Districts

Ensuring regional balance has been an integral component of almost every Five Year Plan. Based on previous experience, Government of India has come up with a novel scheme titled 'Backward Regions Grant Fund' (BRGF). In Kerala the two backward districts of Palakkad and Wayanad have been selected under the scheme.

The Government of Kerala has decided to adopt a comprehensive capacity building strategy for the BRGF districts and the responsibility has been entrusted to KILA. The core objective of capacity building is to fill the capacity gaps of different functionaries to formulate plans for revitalization of agriculture and promotion of local economic development, with a watershed-based development approach.

In this connection design workshops were conducted in Wayanad and Palakkad, with a view to develop an in-depth understanding of the state of backwardness of the districts. A comprehensive capacity building plan was prepared based on the workshops.

The workshop has provided some important and useful inputs for formulating the capacity building



strategy for the development of Wayanad and Palakkad district. A draft training plan was suggested for these two districts:

I .Productive Sector

1. Agriculture
2. Animal Husbandry and Dairy Development
3. Inland Fisheries

II. Service Sector

1. Education and Culture
2. Public Health and Sanitation
3. Housing
4. Drinking Water and Water Conservation

III. Welfare sector

1. Child Care
2. Scheduled Caste Development
3. Scheduled Tribes Development
4. Gender and Development

8. Vision Workshop on 'Road Map to 2020'

The role of KILA has been tremendously changing with the increased roles and responsibilities that were vested with local governments. With the decentralization gaining momentum in Kerala, KILA has become a centre of learning for national and international students of decentralization. The new roles of KILA need to be effectively understood and properly played. A vision workshop was conducted on 27th April 2007 at KILA with a view to formulate a future action policy for KILA. The workshop was attended by 65 participants, including policy makers, former Directors of KILA, representatives from



Prof. N. Ramakantan, Director, KILA signing the MoU with the Director General of National Institute of Local Governance, Bangladesh at Dhaka

associations of elected representatives, faculty members, senior administrators and core resource team of KILA. The workshop came out with a blue print of the road map for KILA in the decades to come.

Objectives of the Workshop

- To identify the priority areas of involvement of KILA in the coming years
- To list out the agencies for future collaboration
- To prepare an agenda for the organizational development of KILA in the coming years
- To develop a strategy for the elevated role of KILA at the national and regional level

Discussion Themes

Group discussions were conducted around six thematic sessions. A futuristic road map for KILA up to the year 2020 was prepared based on the highlights of the parallel group discussions which were presented at the plenary sessions.

Action points



Prof Prabhat Patnaik, Vice-Chairman, State Planning Board inaugurating the vision workshop of KILA



Mr. Carl Wright, Secretary General of CLGF attending a workshop on 'Local Democracy and Good Governance' at KILA

- Design a Capacity Development Strategy
- Development of KILA- Infrastructure and Human Resource
- Effectively intervening at National and International levels
- Establishing collaboration with National and International Institutions
- Establishing collaboration with Scientific and Technical Institutions
- Undertaking and promoting research and consultancy on local governance

9. Validation Workshop on Training Needs Assessment

Government of Kerala has entrusted to KILA the task of doing a Training Need Analysis (TNA) among key functionaries of selected sectors that are very important in the context of the Eleventh Five Year Plan. Considering the urgency of the programme and the involvement of KILA in diverse activities, it was decided to entrust the assignment to Rural Management (CRM), Kottayam, which has specialized in TNA. The objectives of the assignment included:

- To develop detailed understanding of the roles and responsibilities of local government functionaries in identified sectors
- To identify capacity gaps and constraints faced by the local government functionaries in performing their tasks
- To evolve a framework for designing training for key local government functionaries in identified sectors

Areas of Study

- Watershed Development and Natural Resource Management
- Local Economic Development
- Gender in Development

- Inclusion of Excluded Communities
- Livelihood Promotion
- Urban Issues

Based on the agreement, CRM conducted field studies, interacted with the elected representatives and officials of selected development sectors. The study also involved with Focus Group Discussions (FGD) with functionaries, personal interviews, content analysis of projects under the 10th Five Year Plan etc.

Based on the draft report, a validation workshop was conducted on 7th November 2008, which was attended by 41 participants. Suggestions were given for modification of the draft report, based on which CRM has been requested to prepare the final report.

10. Researchers' Workshop on Decentralized Governance and Development

A number of studies have been undertaken in the area of local governance by academic institutions, individual researchers and NGOs. These studies have been very helpful in understanding the impacts and implications of decentralization. However, much still remains to be researched with regard to the impact of decentralization on the socio-economic development, especially poverty eradication and improvement in the quality of life of the poorest of the poor. KILA conducted a workshop on 11th December 2008 with the aim of providing direction and honing the skills of the researchers. The programme was attended by 32 participants, including eminent scientists, academics and researchers from different areas of interest.

The programme was inaugurated by Prof. M.K. Prasad, distinguished environmentalist and Executive Director, Information Kerala Mission, at a session, chaired by Prof. N. Ramakantan, Director, KILA. Prof. P.P. Pillai, eminent economist and former Head, John Mathai Centre, Thrissur, gave the key note address.

The key agenda of the workshop included: (1) Exploring the potential research areas under each theme; (2) identifying potential researchers for each research area; (3) suggesting other broad research themes.

Based on the discussions, following broad areas were identified for taking up research projects.

- Participatory local planning
- Local finance and financial devolution
- Democratic accountability
- Local economic development and livelihood promotion
- Gender and development
- Poverty reduction and social inclusion
- Natural Resource Management

VII

KILA - CAPDECK PROGRAMME

The Swiss Agency for Development and Cooperation (SDC) has been extending its support to KILA for institutionalizing the capacity building activities and to strengthen local governments with the participation of other stakeholders through the KILA-CapDeck Programme. During the conclusion phase of the KILA -CapDeck Programme, SDC supported KILA to strengthen the decentralization process and local governance initiatives in India and South Asia through consolidation and dissemination of knowledge and experience developed in the framework of CapDeck programme. The main objectives of KILA-CapDeck programme during the consolidation phase included:

- KILA has to include the theme of gender in its training modules and organize training on gender and development.
- Develop innovative practices in watershed development and natural resource management in selected Grama Panchayats and create learning models for wider dissemination.
- Make use of the experiences and expertise of KILA for the benefit of other national and regional actors in local governance and KILA has to

become a national and regional centre of excellence.

- Strengthen the partnership of KILA with other potential partners within the state like, Local Government Associations, State Women's Commission, State Poverty Eradication Mission (Kudumbasree) and other Civil Society Organizations.

During the period 2008-09 KILA had designed and implemented a large number of programmes for mainstreaming gender as a cross-cutting issue in development planning. The most important among them were:

- Conducted training programmes for extension faculty members of KILA on gender and development and to bring gender as an important agenda in decentralized planning and local governance.
- Analysis of the training modules developed by KILA with a gender perspective
- Resource development of the in house faculty team of KILA in gender planning, gender budgeting and gender auditing.



Inaugural function of the 'Panchayat to Panchayat Programme' jointly organized by KILA and SDC-CapDeck



Delegates of the 'South Asian Workshop on Local Governance and Decentralization' organized at KILA

- Conducted Gender Status Studies in 43 Grama Panchayats and prepared their Gender Status Report for meaningful and data driven gender planning and budgeting.
- Conducted experiential learning programmes on Jagratha Samithi (Vigilance Committee) functioning in collaboration with beacon Panchayats.
- Conducted training for the staff of KILA on gender and to transform it as a gender-friendly institution.

During the period 2008-09 efforts were made by KILA to strengthen its partnership with Associations of Local Governments and to ensure their participation in policy advocacy in favor of strengthening decentralization and local governance. Sincere attempts have been made to bring together the leaders of different Local Government Associations and to provide platform for networking and mutual consultation. KILA facilitated and supported Local Government Associations to prepare the memorandum submitted to the Committee for Evaluation of Decentralized Planning and Development headed by Dr.M.A.Oommen. In collaboration with Local Government Associations, KILA organized a workshop on "Coastal Zone Management" and submitted a memorandum to the Government of India (GoI) for protecting the rights of the Panchayats and the fishing community. The other important activities carried out by KILA in collaboration with the Local Government Associations were:

- Organized a state level workshop on Tribal Forest Rights Act 2006.
- Action research on social audit in seven Grama Panchayats.
- Preparation of a memorandum to the 13th Finance Commission with the support of Dr.M.A.Oommen

- Organized workshops on Jagratha Samithi functioning in the beacon Panchayats for sharing good practices.
- Development of a monitoring system for Jagratha Samithi and a comprehensive guidelines for its functioning.

During the period 2008-09 KILA had been carried out concerted efforts for developing some good learning models with the active partnership of local governments in natural resource management and watershed development. With this objective a good number of consultation workshops have been organized to formulate a clear cut conceptual understanding on natural resource management at the grass root level with a macro perspective of river basin plan formulation. KILA developed a potential resource team in watershed management as part of this initiative and sent them to BAIF Pune for enhancing their capability in natural resource management planning and implementation.

During the period 2008-09 KILA created opportunity for knowledge platforms at the national level and international level and efforts have been made to bring together other actors in the area of decentralization and local governance. In collaboration with UNDP Solution Exchange KILA organized a national level workshop on "Decentralization and Local Governance in India-The Way Forward" at the Rajiv Gandhi National Institute of Youth Development, Sri Perumthur, Tamilnadu. This has provided an opportunity for disseminating the learning of democratic decentralization in Kerala and to learn the innovative developmental experiences in other South Indian states.

During the period 2008-09 KILA had initiated a discussion series on decentralization for sharing the different perspectives and outlooks. This has provided an opportunity for the eminent guest speakers and the faculty members of KILA to reflect and share their views on the different aspects of decentralization and to sharpen their understanding. First of this series was conducted at KILA on 18th May 2008 in which the discussion was moderated by Dr.Michael Tharakan, Director, Ramakrishna Hegde Chair on Decentralization, Institute of Socio Economic Change (ISAC), Bangalore.



BACKWARD REGIONS GRANT FUND (BRGF)

Government of India launched the Backward Regions Grant Fund Programme (BRGF) in February 2007 as a new flagship development programme to addressing persistent imbalances in development. BRGF covers 250 backward districts in 27 states. Two backward districts from Kerala such as Wayanadu and Palakkad were included in the BRGF programme and KILA was entrusted the responsibility of capacity building of local government functionaries in participatory planning and to tackle the problem of backwardness. BRGF underlines the importance of capacity building for effective planning at district and lower level is a key prerequisite to participatory planning. Hence rupees 2 crore per year is earmarked for capacity building of these two districts. Based on the comprehensive capacity building framework developed by the Ministry of Panchayati Raj, Government of India KILA developed a perspective plan for capacity building of local governments in these two districts. Other than designing and implementing need based training, provision have been included for providing handholding support to Panchayat functionaries while undertaking capacity building.

Capacity building strategy and framework for the BRGF

The capacity building strategy under BRGF focused on identifying the issue of backwardness of these two districts and to develop professional competency in planning. Government of Kerala have decided to adopt a comprehensive capacity building strategy for the BRGF districts (Palakkad and Wayanad) as part of formulation of Consolidated District Plans and Five Year Plans during the Eleventh Plan period. This strategy would definitely help the local governments to consolidate the achievements of democratic decentralization and decentralized planning during the last ten years. This strategy would also help the local governments and the District Planning Committees to address the critical issues and challenges that still exist in the process of decentralized participatory planning and to institutionalize decentralization and to ensure

sustainable development. The core objective of this capacity building strategy is to fill the capacity gaps of different functionaries to formulate plans for revitalization of agriculture and promotion of local economic development with a watershed based development approach. This capacity building strategy also focus on enhancing the quality of basic services provided by local governments and to promote the livelihood of the poor.

The core objective of the BRGF capacity building strategy is to enhance the capacity of the functionaries of different tiers of local governments and the members of the District Planning Committees to prepare integrated watershed based development plans for the comprehensive development of the BRGF districts with a fuller understanding of the River Basin issues. Through this approach the Rural and Urban local governments would be able to formulate local plans for increasing production and productivity in agriculture and other primary sectors of production. The expected outcomes are progressive restoration of water, soil and biomass resources and improved livelihood opportunities for the people based on sustainable natural resource management.

The capacity building initiative of KILA as part of BRGF has been mainly emphasized on the following areas;

- Enhance quality of local planning and to ensure participation of the community in development decision making
- Strengthen the primary production sectors and promote livelihood of the poor
- Enhance the quality of delivery of services and to transform the administration of local governments
- Improve the human development status of scheduled castes and scheduled tribes communities
- Strengthen the Standing Committee System of Panchayats and improving local governance
- Strengthen the institutional capacity of micro level democratic structures of local governments.

**Capacity Development Programmes Undertaken During - 2008-09 with BRGF Support
Basic Functional Course for Officials and Transferred Line Department Staff of Panchayats**

SL No.	Training Programme	Target Group	No.of Batches	No. of Participants	Training Days
1	Training Programme on Dairy Development, Livelihood Promotion and Food Security	Dairy Development Officers and Dairy Extension Staff	3	36	72
2	Training Programme for Panchayat Ministerial Staff	Staff of Panchayats	2	128	370
3	Training Programme on Front Office Management System	Staff of Panchayats		177	354
4	Training Programme on Improving the Financial Management of Panchayats	Finance Standing Committee Chairman and Members	5	103	309
5	Training Programme for Welfare standing committee members		2	32	96
6	Training Programme on Plan Implementation and Monitoring	Chairman and Conveners of Working Groups	6	1231	2462
7	Training Programme on Front Office Management System of Panchayats	Elected Representatives and Staff of Panchayats	14	1228	1228
8	Experiential Learning on Innovative Dairy and Livestock Development Programmes	Dairy Development Officers	2	114	228
9	Experiential Learning on Innovative Dairy and Livestock Development Programmes	Dairy Farm Instructors	2	160	320
10	Training Programme for the Key Functionaries of milk cooperative societies	Director Board Members and Staff of Dairy Cooperative Societies	7	1552	3104
11	Workshop on Training Need Assessment of Local Government Functionaries		1	41	82
12	Workshop on Capacity Building Strategy and Training Plan Preparation	DPC Members and Line Department Heads of Palakkad District	1	43	86
	TOTAL		35	4895	7606



Training for Master Trainers for Sectorally Focused Training Programs

1	ToT Programme on Front Office Management System	Potential Trainers	1	155	310
2	Consultation Workshop on the Role of DPC in Consolidating Plans	DPC Members	1	95	180
3	Consultation Workshop on Decentralised participatory planning and Local Governance	Leaders of Local Government Associations	1	52	52
4	Training for the Ministerial Staff of Panchayats	Ministerial Staff of Panchayats	14	557	1114
	TOTAL		17	859	1656

Sectorally Focused Training Programmes for Watershed Development and Natural Resource Management Working Group Members

1	Consultation Workshop on Bharathappuzha River Basin Plan Preparation	Different Stakeholders of Local Governments	3	127	246
2	Workshop on Natural Resource Management and Sustainable Development	Different Stakeholders of Local Governments	4	386	386
	TOTAL		7	513	632

Sectorally Focused Training for Women and Child Development Working Group Members

1	Training Programme on Women Component Plan Formulation - Wayanad	Women Development Working Group Members	1	7	21
2	Training Programme on Strengthening Welfare standing committee in Improving Service Delivery Quality	Welfare Standing Committee Members	1	10	10
3	Training Programme on Formulation of Perspective Plan for Development of Women, Wayanad	DPC Members and District Level TAC members	1	6	12
4	Leadership Development Training for Women Elected Representatives	Women Elected Representatives of Local Governments	1	60	120
	TOTAL		4	83	163

**Sectorally Focused Training for Rural Housing and Social Security Working Group Members**

1	Training Programme for Working group conveners and Chairpersons of Local Governments	Working Group Office Bearers		3905	7810
2	Training Programme for Technical Advisory Groups	TAG Members		1075	2150
	TOTAL			4980	9960

Sectorally Focused Training for SCP and TSP Working Group Members

1	Training Programme on Development of Marginalised Social Groups	Elected Representatives	1	20	20
2	Training Programme for SC Promoters Training	SC Promoters	2	140	280
3	Training Programme for ST Promoters Training	ST Promoters	1	83	166
	TOTAL		4	243	466

Institutionalisation of Micro Level Democratic Institutions including Grama Sabha, SHGs, Beneficiary Committees, Hospital Management Committee, Agriculture Development Committees, Parent Teachers Associations etc.

1	Training Programme for Grama Sabha Facilitators	Grama Sabha Facilitators of Panchayats	4	131	231
2	Training Programme on Continuing Education and Human Development	Saksharata Preraks	6	444	888
	TOTAL		10	575	1119

Establishment of Intermediate Level (Block Panchayat Level) Resource Centres (III (e))

1	Training Programme for Help Desk Members	Help Members of the District	12	787	1574
	TOTAL		12	787	1574



Visits to Identified 'Beacon Panchayats'

1	Experiential Learning on Inland Fisheries and Management of Fish Farms	Key Functionaries of Panchayats	1	160	320
2	Experiential Learning on Milk and Meat Production at Wayanad	Key Functionaries of Panchayats	1	265	530
3	Exposure visit to West Bengal (on panchayat management information systems)	Members of the Policy Making Group of Kerala	1	25	125
4	Participatory Learning on Developmental Innovations in Decentralisation	Key Functionaries of Local Governments	1	152	304
	TOTAL		4	602	1279

Strengthening KILA as a Nodal Institution for Capacity Building of Panchayats

1	Preparation of Government Orders - Feb 16-17		2	5	10
2	Community Radio Programme - April 9		1	50	50
3	Consultative workshop of Stake holders of local governance - 15th January & 23rd January		3	75	75
	TOTAL		6	130	135



Sri S.M.Vijayanand IAS, Principal Secretary, LSGD addressing a meeting on the preparation of 'Model Panchayat Manual' at KILA



Sri S.Sharma, Hon. Minister for Fisheries inaugurating the Experiential Learning Workshop on Inland Fisheries at Polpully, Palakkad

The support of BRGF Programme for strengthening the institutional capacity of KILA was quite remarkable and the following infrastructural development activities have been carried out during 2008-09 with BRGF support;

- Setting up of video conferencing facility
- Procurement of training equipments and tools like, LCD Projectors, LCD TV, Laptop, Furniture, Sound System etc.

KILA also made use of the support of BRGF for publication of some of the useful resource materials. The important among them are listed below;

- Handbook on National Rural Employment Guarantee Programme (Malayalam)
- Handbook on Food Security (Malayalam)
- Handbook on Panchayat Administration (Malayalam)
- Compendium of Government Orders and Circulars –Vol. IV and V (Malayalam and English)
- KILA News Letter

Major Outcomes of Capacity Building Initiatives of BRGF Programme

- Enhanced Capacity of local governments to manage local economic developments such as livestock and dairy development and increased investment of resources in Primary Production Sectors and for the livelihood promotion of the poor people in these two BRGF districts.

- Transformation of local governments as citizen friendly and responsive to the needs of the people.
- Establishment of a single window system at the Panchayat for speedy delivery of services to the people.
- Improved capability of the different functionaries for preparing the local plans based on the felt needs and choices of the people.
- Greater empowerment of women elected representatives in the deliberations of Panchayat Committee meetings and enhanced their leadership quality in local administration.
- Strengthening of micro level democratic institution and marginalized social groups in development planning.
- Establishment and activation of Help Desk system for providing online support to local governments in matters related to administration and development planning.
- Speedy information dissemination and strengthened the link between KILA and Panchayats through the "News Letter".
- Increased understanding of the Panchayat Functionaries on the legal framework and foundation of the local government system and Planning Process through the compendium of Government Orders.



RASHTRIYA GRAMA SWARAJ YOJANA (RGSY)

The Ministry of Panchayat Raj(MoPR) is implementing the Rashtriya Gram Swaraj Yojana (RGSY) to assist the state governments in the training of elected representatives and other functionaries of Panchayats, particularly in the non-BRGF districts. The basic objectives of the RGSY are;

- To sensitise the Panchayati Raj functionaries about their role and responsibilities and for better implementation and monitoring of rural development programmes at the local level
- Enhance quality of participation of all stakeholders in local governance and to ensure transparent and effective functioning of Panchayats
- To enable the Panchayati Raj functionaries to perform their duties more effectively and to make the PRIs more deliverable.

The massive devolution of functions, functionaries, funds and freedom as part of democratic decentralization in Kerala necessitated extensive capacity building for elected and official functionaries of local governments. The democratic decentralization process started in Kerala was focused on building the capacity of different functionaries of local governments to exercise the huge powers devolved to them and to prepare local plans with people's participation. In order to facilitate the process, a massive movement of social action was launched as People's Plan Campaign (PPC). Based on the experience during Ninth Five Year Plan, attempts had been made during Tenth Five Year Plan (2002-2007) to institutionalize the local planning process through Kerala Development Programme (KDP). By consolidating the gains of decentralized planning and addressing the issues and challenges emerging from the experience of last 10 years, Government of Kerala have decided to launch the Eleventh Five Year Plan (2007-2012) as the next phase of People's Plan Campaign. This is intended to achieve proper institutionalization of decentralization in the State and make the decentralized planning more sustainable.

This has necessitated to intensify the capacity building programmes and to further enhance the capability of its functionaries.

In order to attain the purpose of the next phase of People's Plan in Kerala during Eleventh Plan, the capacity building programmes carry the following objectives.

- i. Strengthening the capacity of elected representatives of PRIs to facilitate and spearhead the local planning process with focus on strategic planning and in tune with priorities of Eleventh Plan Kerala.
- ii. Strengthening the technical skill and competence of government officials in preparing local plans and plans for quality service delivery and good governance.
- iii. Ensuring the creative participation of civil society in the local planning process to evolve implementable action plans that ensure progressive restoration of water-land-biomass balance and improved livelihood.

Activities carried out during 2008-09

The activities for Capacity Building for Panchayat Raj Institutions in Kerala under RGSY during 2008-09 is summed up below;

1. Training Programme on Plan Implementation and Monitoring
2. Training Programme for Ministerial Staff of Grama Panchayats on Panchayat Administration
3. Training Programme on Professionalism in Auditing of Local Governments
4. Training Programme for Secretaries/J.S/H.C of Grama Panchayats on Panchayat Administration
5. Training Programme for Engineering Staff of Local Governments

**Capacity Development Programmes Undertaken During - 2008-09 with RGSY Support****A. INSTITUTIONAL**

Sl.No	Name of the Programme	Target Group	Duration	No.of Batches	No.of Participants	Training Days
1	Training Programme on Plan Implementation and monitoring of Panchayats	Panchayat Presidents, Standing Committee Chairpersons, Secretaries and Implementing Officers	2	8	954	1908
2	Training Programme on Panchayat Administration	Ministerial Staff of Grama Panchayats	2	9	797	1594
3	Training Programme on Professionalism in Auditing of LSGIs	Local Fund Audit Officials	5	13	283	1163
4	Training Programme on Panchayat Administration	Secretaries/J.S/H.C of GPs.	2	17	845	1690
5	Training Programme on Public Works Management	Engineering Staff of LSGIs	2	1	33	66
	Sub Total		48	2912	6421	

B. DISTRICT LEVEL

Sl.No	Name of the Programme	Target Group	Duration	No.of Batches	No.of Participants	Training Days
1	Training Programme on Plan Implementation and monitoring	Panchayat Presidents, Standing Committee Chairpersons, Secretaries and Implementing Officers	2	72	9400	18800
2	Training Programme on Panchayat Administration	Ministerial Staff of Grama Panchayats	2	78	4437	8874
	Sub Total		-	150	13837	27674
	GRAND TOTAL			198	16749	34095





Sri Mani Shankar Iyer, Hon Minister for Panchayatiraj, Government of India inaugurating the 'State Level Sammelan of Panchayt Mahila Sakti Abhiyan, Kerala' at Kochi

Major Achievements

Major achievements of the trainings are highlighted below;

- i. Training on Plan Implementation and Monitoring targeted the elected representatives and officials of PRIs has helped to improve the quality of planning and also to ensure planning process more systematic.
- ii. The Training on Panchayat Administration targeted the officials of PRIs to enhance their capacity in providing effective service delivery system. The training imparted necessary skills for improving service delivery mechanism of PRIs. The details in the serial no. 2 in the above table indicates the training to panchayat officials conducted at district centres and the serial no.4 indicates the state level training to secretaries/ Jr.suptds/Head Clerks of Grama Panchayats conducted at KILA
- iii. The Local Fund Audit Officials who are mandated to audit PRIs are not well-versed with democratic decentralization structure of PRIs. Hence they are cynical in their approach while auditing PRIs. The intensive training provided to Audit Officials of Local Fund Audit could impart of skills and knowledge for effective auditing of PRIs.
- iv. There is a separate engineering wing for LSGIs in Kerala under LSGD. The engineers and overseers deployed from state departments should have a deep and clear vision about public

works and maintenance plan of local governments. KILA conducted orientation training programme to all engineers and overseers of LSGIs.

PANCHAYAT MAHILA SHAKTHI ABHIYAN (PMSA)

Panchayat Mahila Sakthi Abhiyan (PMSA) is a flagship programme of the Ministry of Panchayati Raj(MoPR), Government of India for empowering the elected women representatives of PRIs and to develop their leadership skills in local governance. The entrance of elected women representatives into grass root policy through elections to the Panchayat Raj Institutions in massive number is a relatively new phenomenon in India. While this is a revolutionary change, the actual situation in the field is that the majority of these women elected leaders continue to be hampered by capacity and knowledge shortfalls and institutional, political and societal constraints. The PMSA aims at women Panchayat leaders to come together to articulate and discuss their problems, to come up with a charter and to form an association of the elected women representatives.

Following are the major activities undertaken under the Panchayat Mahila Shakti Abhiyan (PMSA) in Kerala during 2008-09.

1. Constitution of a State level Core Committee

A Core Committee was constituted to steer the activities of PMSA in Kerala. The core committee consists of 23 members including all the women District Panchayat Chairpersons, officials of Social Welfare Department, representatives of State Planning Board, Kerala State Women's Commission, representatives of Association of Elected Representatives, Academicians in the field of Women Development and Gender Experts. Director, KILA is the Convener of the committee.

2.Preparation of Women's Charter for 'Panchayat Mahila Shakti Abhiyan' in Kerala

A draft Women's Charter for 'Panchayat Mahila Shakti Abhiyan' in Kerala is drafted under the aegis of the core committee. Considering the significance of the charter, it was decided to organize a series of consultative workshops to validate the charter among wide range of stakeholders including the academicians, gender experts, NGOs and activists in the field of women development, women's wing of the political parties etc.

3.State level sammelan (gathering) of the elected women representatives

In Kerala there are around 5000 women elected representatives. Among them around 1500 hold key posts in local governments like elected heads and standing committee chairpersons. One of the core activities of PMSA is to hold State level Sammelan of women elected representatives and to carry out programmes for their empowerment based on a charter. The state level Sammelan organized on 2008



Smt C.S.Sujatha M.P distributes memento to Panchayat Presidents who completed the Gender Status Study

June 28 at Cochin Corporation Hall was inaugurated by Sri.Manishankar Iyer, Hon'ble Minister for Panchayati Raj, Govt. of India and presided over by Sri.Paloli Muhammedkutty, the Minister for Local Self Governments, Government of Kerala. Prof. N. Ramakantan, Director, KILA offered the welcome speech. 260 out of 370 women elected heads of PRIs of Kerala attended the Sammelan. The core committee members of PMSA Kerala, office bearers of local government associations and experts on gender and development also attended the Sammelan.

4.District level sammelans (gathering) of the elected women representatives

In the state level programme, the decision was taken to conduct District wise PMSA Sammelan. District wise gathering were conducted in all 14 districts. These sammelans proved successful with the participation of state ministers, MPs, MLAs, Chairpersons and Members of District, Block, Grama Panchayat and Municipal bodies. Officials of local government institutions and Director and faculty members of KILA, SIRD and leading NGOs. 3060 elected women representatives participated in the programme.

5. Training Programmes

As a part of PMSA programme various training programmes were organized for the empowerment of elected women. Training programmes on leadership development, skill development, gender and development were conducted. 2433 elected women representatives participated in the programme

Achievement of the programme

1. Mainstreaming political leadership

Mainstreaming women elected representatives into local political leadership is one of the main achievements of PMSA. An empowered group of women leaders is prepared to face forthcoming PRI election in September 2010.

2. Enlightened women leadership

With the 50% women reservation in all elected posts in local governments, an enlightened women leadership is prepared for the forthcoming local government election in September 2010. The state and district level gatherings, the experience sharing, discussion of women charter and formation of PMSA state level association etc have largely helped the women members to contest in the next election with confidence.

3. Mainstreaming gender as a core issue

Gender has been mainstreamed as a core issue in development planning at the local level. Due to the enlightened women leadership attained through state and district level gatherings and sharing workshops, gender issues have been elaborately discussed in committee meetings and in other planning forum of the local governments.

4. Setting of resource team among elected members

A pool of resource team has been identified and trained from among the women elected members who are mostly multi-termers. Their experience can be used for the training on gender and governance.

5. Gender resource team

A gender resource team is equipped to give leadership to both state and district level training programme on gender and development as well as enabling the local governments to take up gender mainstreaming activities.

6. Improved level of collaboration with other stakeholders

The PMSA programme has resulted into improved collaboration with high level policy making bodies like State Women's Commission and Women's Development Corporation in the empowerment of women elected leaders. This has enabled to get support from various departments and enabled linkages with various schemes.



PUBLICATIONS

1. Training Manual

a) Remakantan, N (Chief Editor) (July 2008). *National Rural Employment Scheme, Training Manual*. India: KILA and UNDP.

The training manual is aimed at building awareness among trainees on the primary responsibility of the Panchayati Raj Institutions in implementing NREGS and enabling them to work according to the guidelines and procedures prescribed in it.

b) Remakantan, N (Chief Editor). (2008). *Pattika Varga Samudayangalude Adisthana Vivara Sekharanam-2008- Survey Team Angangalude Pariseelanam (Pariseelana Sahayi), (Baseline survey of Scheduled tribes - 2008: Training Manual for the survey team members)*. Kerala. KILA

This manual was prepared against the focus given to the development of the ST population in the 11th Plan. The book provides guidelines to those engaged in the survey for collecting information on the habitation and other socio-economic details of the Scheduled Tribes.

c) Remakantan, N (Chief Editor) Dr. Sunny George (Editor). (June 2008), *Training Manual on Accrual-Based Double Entry System of Accounting in ULBs*. India: KILA, Government of India, and UNDP.

With the support of the United Nations Development Program (UNDP) ministry of Urban Development has initiated a programme for capacity building of Urban Local Governance functionaries in selected cities and towns of India for facilitating the reforms in urban governance. Municipal accounting and budgetary reforms is one of the themes of the programme. This training manual on Accrual- Based Double Entry System of Accounting in ULBs is prepared as part of imparting training to the accounting personnel of Urban Local Governments

2. Guidelines

a) *Susthira Nelkrishikkoru Vazhikatti (Guidelines for Sustainable Paddy Cultivation)*. (August 2008). Kerala: Department of Local self Government, KILA and Kerala Agriculture University.

The hand book provides guidelines to farmers and the Local Self Governments for participating in paddy cultivation campaign as part of the food security program.

b) *Technical Advisory Group: Marga Rekha (Technical Advisory Group: Guide Lines) For Eleventh Five Year Plan*. (July 2008). Kerala: Department of Local self Government and KILA.

The book is aimed at enabling the members of the Technical Advisory Group to evaluate plans and projects implemented under local self governments.

c) *Project Forangal: Margarekha (Project Formats: Guidelines)* (June 2008). Kerala: Department of Local self Government and KILA

A hand book on preparation of projects and details, including legal requirements and systems related with decentralization.

3. Handbooks

a) *Thaddesa Swayam Bharana Sthapanangal Bhakshyolppadana Vardhanavinu, (Local Self-Governments for increased food production)* (July 2008). Kerala: Department of Local self Government and KILA

The hand book focuses on the involvement of Local Self Governments in food security programmes within the perspective of the Eleventh Five Year Plan.

b) *Hand Book on Accrual-Based Double Entry System of Accounting in ULBs* (June 2008). India: KILA, Government of India, and UNDP.



This hand book was prepared as part of imparting training to the accounting personnel of Urban Local Governments in Accrual-Based Double Entry System.

c) Remakantan, N (Chief Editor) J. B. Rajan (Editor). (August 2008) Pradesika Bharanavum Adisthana Soukarya Vikasanavum (Local Governance and Development of Basic Amenities), Kerala. KILA.

This is a hand book developed for the three-day training of Engineers absorbed into the local self governments.

d) Audit Sahai; Performance Audit Udyogastharkkulla Kaipusthakam (Audit Guide: A hand book for officials of performance audit). (September 2008). Kerala: Department of Local self Government and KILA.

This hand book is aimed at preparing the performance audit team to adapt the changing rules, procedures, and legal provisions of decentralization to the emerging situation and help them develop skills for preparing uniform reports with help of formats given in the hand book.

e) Pattika Varga Samudayangalude Adisthana Vivara Sekharanam-2008: Survey Sahai. (Baseline Survey of Scheduled Tribes -2008: Survey Guide). (2008) Kerala:KILA.

The hand book is useful for the collection of information related to the Scheduled Castes. It includes detailed information for people's representatives involved in the survey, members of the survey team, other functionaries associated with the survey, officials in the local self governments and government departments.

f) Remakantan, N (Chief Editor) J B Rajan (Editor). Pradesika Bharana Samvidhanam: Performance audit Udyogasthanmarkkulla Kaipusthakam (Local Administration: A hand book for the officials of performance audit.) (September 2008). Kerala: KILA.

A revised edition of Local Administration: A hand book for the officials of performance audit, published in 2006. It is a compilation of existing laws, rules and government orders that help the officials of the Performance Audit system to effectively perform their duties.

g) Vinod Kumar, K. Handbook on Panchayat Administration (Malayalam) (Jan 2009) Kerala:KILA

This is a detailed handbook explaining the different steps in Panchayat administration which is very much useful for administrators of Panchayat.

4. Other Works

a) Technical Advisory Groupukalude Pravarthanangalkku avasyamaya Sarkkar Uttharavukalum Circularukalum.(Government Orders and Circulars for the activities of the Technical Advisory Groups)

For

Thaddesa Bharana sthapanangalude 2008-09 varshika Padhathi- Onnam Ghattam (Annual Plan of Local Self Government-(2008-09)-First Phase, Kerala: KILA.

It is a compilation of the various circulars and government orders for the functioning of the technical advisory groups.

b) Remakantan, N (Chief Editor) Dr. M. Retna Raj (Editor). Decentralisation and Social Inclusion of Scheduled Castes in Kerala. KILA Working Paper No. 15(October 2008). KILA.

c) Ramdas, Poornima. Vanitha shaktheeka ranathinu mahila shakthi abhiyan (Malayalam). Panchayat Raj (August 2008). LSGD, Govt. of Kerala.

d) Rajasekharan, K. Padapusthakangal padippikkendathillennu Panchayathinu theerumanikkamo?(Malayalam). Panchayat Raj (August 2008). LSGD, Govt. of Kerala.

e) Rajasekharan, K. Azhimathi kurakkan chila prayogika nirdheshangal. (Malayalam). Panchayat Raj (September 2008). LSGD, Govt. of Kerala.

f) Rajasekharan, K. E M S Bhavana paripadi – Thala chaykkan oridam (Malayalam).Panchayat Raj (February 2009). LSGD, Govt. of Kerala

g) Remakantan, N. Padhathi nirvahanathinte karyakshematha uyarthan (Malayalam). Panchayat Raj (February 2009). LSGD, Govt. of Kerala.

h) Vinod Kumar, K. Front Office management (Malayalam). Panchayat Raj (March 2009). LSGD, Govt. of Kerala.

i) KILA Newsletter (Monthly Publication), Published by KILA.



XI

INFRASTRUCTURE DEVELOPMENT AND UPKEEPING

Setting up of a Computer Lab

The institute is equipped with a comprehensive state-of-the-art computer centre with wide range of hardware and software, including a file server, forty computers on Local Area Network (LAN), shared resources like colour printers, scanners and digital copiers. The high-speed, uninterrupted internet access facility is provided to all computers within LAN. Four training halls have been equipped with ceiling mounted multimedia projectors for presentations during the class room sessions as well as for discussions and workshops. Considering the massive demand for computer training of elected representatives and officials in the context of strengthening e-governance at the local level, an additional computer lab was set up with 51

computers, one server and one colour printer during the year 2008-09 at KILA

Construction of the New Library Building

The construction of new Library Building has achieved substantial progress during the year 2008-09 and the construction work will be completed in the next financial year. The construction of the new library building is carried out by COSTFORD, an organization which was established by .Laurry Baker, the world renowned architect for promoting environment friendly and cost effective construction. KILA originally executed an agreement on 10th November 2006 for an estimate amount of Rs. 1,27,03,117/- with COSTFORD and later a supplementary agreement was executed on 23rd July 2008 revising



Sri Paloli Mohamed Kutty, Hon. Minister for Local Self Government inaugurating the Biogas Plant at KILA



the original estimate to Rs. 1,57,78,000/-, which was approved by the Executive Council and Technical Sanction was obtained by State Level Technical Advisory Group held on 11.6.2008. The Electrification works of the building is also entrusted to COSTFORD for an estimate amount of Rs. 19,98,000/-. The construction work is almost completed and the new building will be commissioned in the next year.

Acquisition of Additional Land

KILA has initiated to acquire five more acres of land adjacent to the existing campus and sanction was accorded for the same by the Local Self-Government Department, Government of Kerala. Initially an amount of Rs.1 Crore is remitted in the Dist. Treasury during 2008-09. The acquisition process is progressing and it will be completed in the next year. The newly acquired land would be useful for strengthening the infrastructure facilities of KILA and further expanding its activities as a national centre of excellence in local planning and governance.

Setting Up of a Bio-Gas Plant

KILA has decided to set up a Bio-gas Plant in the premises of the Guest House-1 for resolving the issue of management of solid waste in the canteen and accordingly the IRTC, Palakkad has built a bio-gas plant near the canteen of KILA and the unit is functioning effectively. The Unit was inaugurated by the Hon. Minister of Local Self Government. It is being used as a demonstration unit for the training of the functionaries of local governments in the area of sanitation and solid waste management.

Furnishing of Guest House No. II

The Executive Council of KILA has approved the approximate estimate of Rs. 11.5 lakhs of M/S. Forest Industries (Travancore) Limited [FIT] for the renovations of the furniture of Guest House no. II. Accordingly work order was placed with FIT. The have completed the work of renovating and fixing the furniture and fittings and expended Rs. 15,93,061-

Construction of Rain Water Harvesting Units

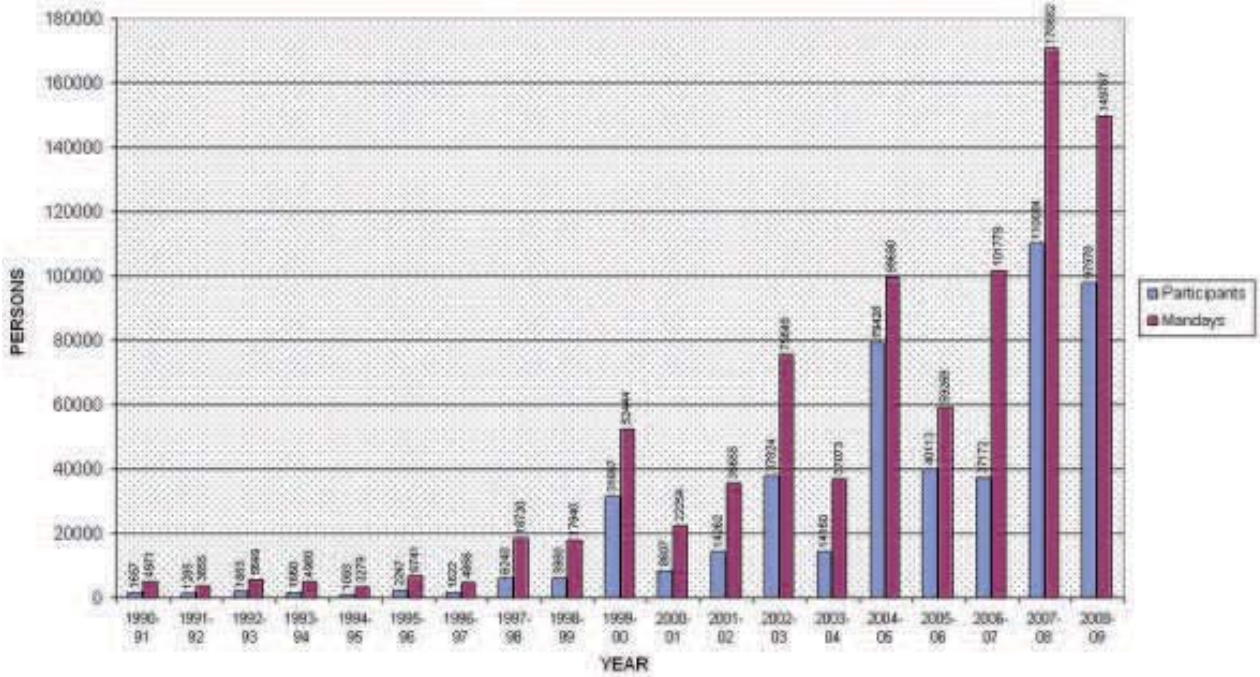
The Executive Council has given sanction for constructing Two Rain water harvesting units of Capacity 25,000 Ltrs each at Administration/ Hostel Blocks of the Institute and for 26 units of 10,000 litres capacity each of the same in the Staff Quarters of KILA. The rain water harvesting units were constructed during 2008-09 and a total cost of Rs. 9,48,870/- spend for the purpose.

Beautification of Administration and Training Blocks

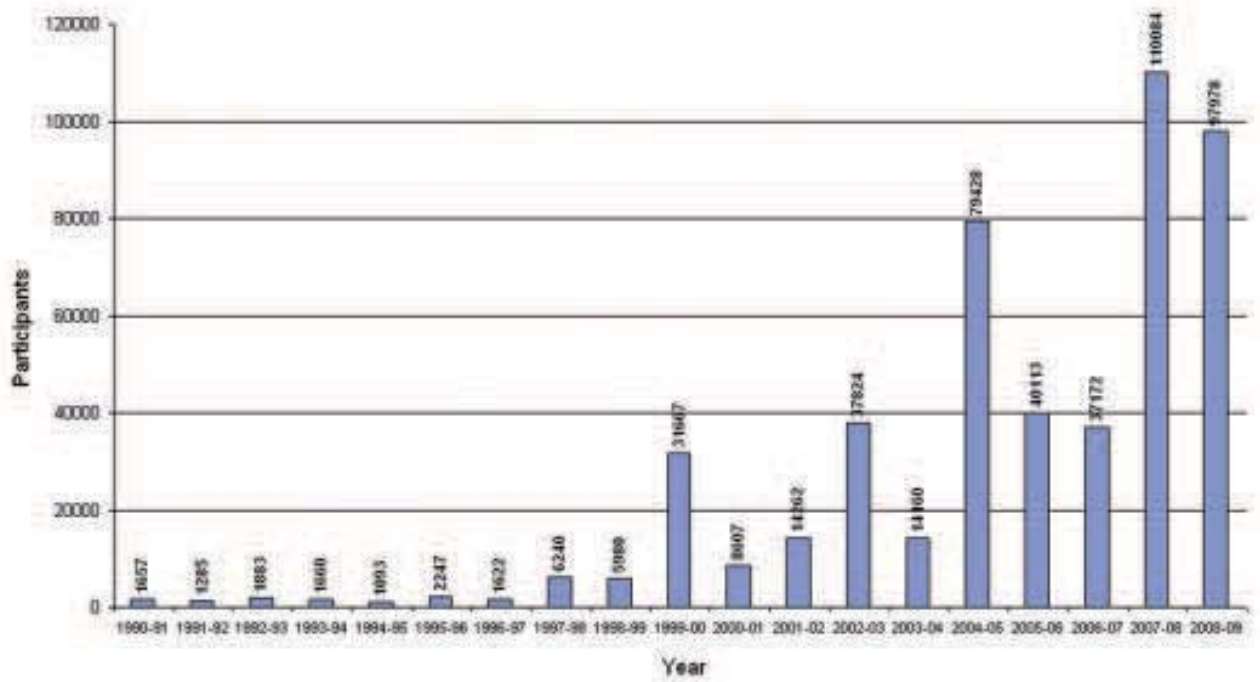
The painting of Administration, Training & Academic blocks and compound wall of the institute was done during 2008-09. The work was carried out by Forest Industries Travancore Ltd, Alwaye. The painting materials were procured by KILA and supplied to the contracting firm. The work was executed under close monitoring by a committee set up by KILA, which has served to save substantial amount of money in the estimated cost and execute the work efficiently.



MAN DAYS TRAINED AT KILA FROM 1990-91 to 2008-09

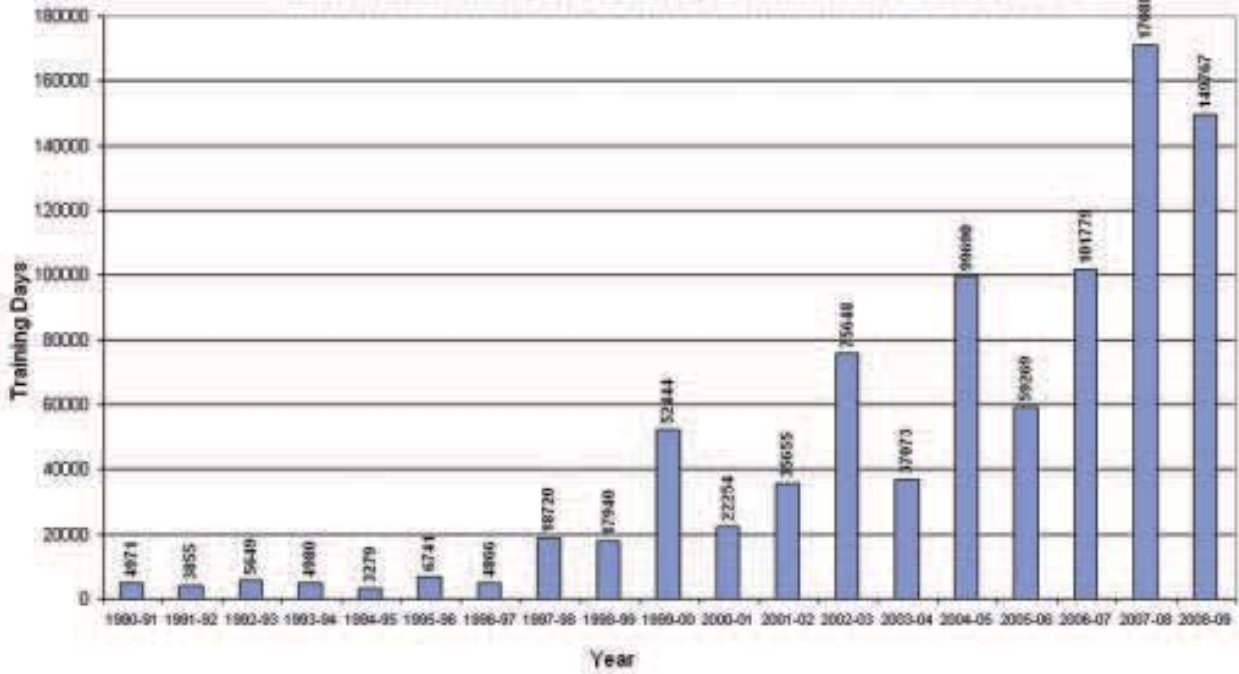


Number of Participants Trained During the Years 1990-91 to 2008-09

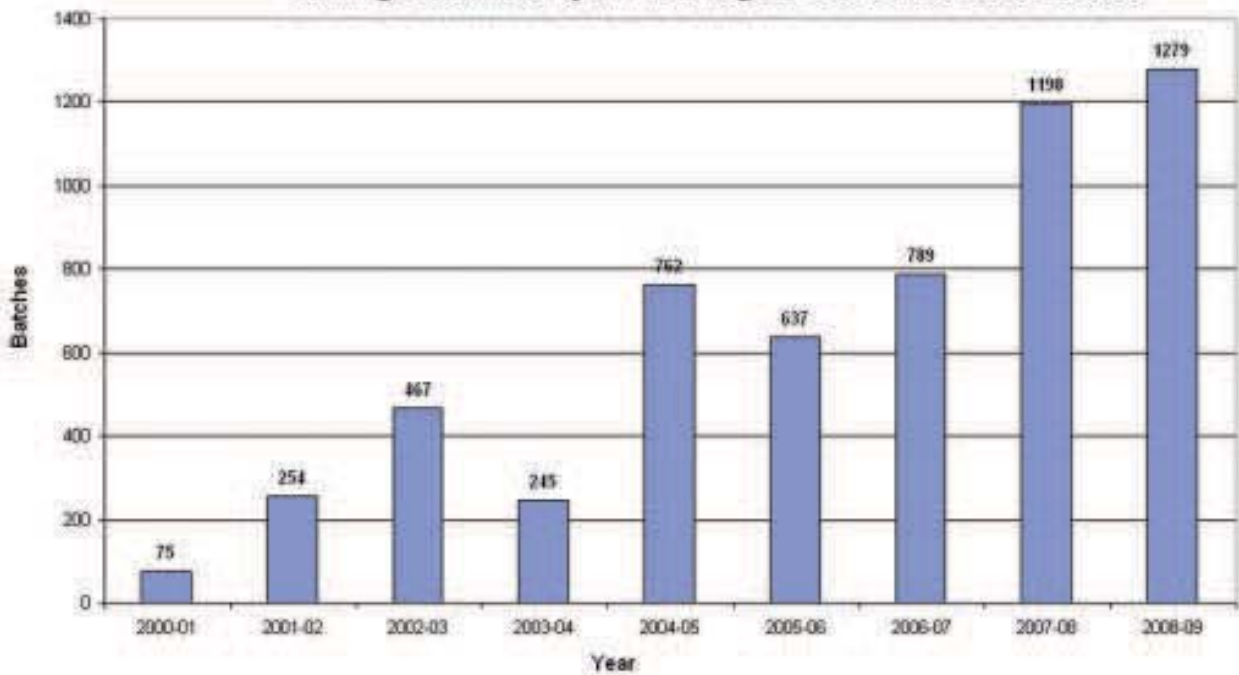




Number of Training Days During the Years 1990-91 to 2008-09



Training Conducted by KILA During the Years 2000-01 to 2008-09





Training Programmes and Workshops attended by Faculty Members

N. Ramakantan, Director

- Attended the Twentieth Summer University of Institute of Federalism on "Federalism, Constitutionalism and Democratic Governance in Multicultural Societies" in the Institute of Federalism, University of Fribourg, Switzerland from 18 August to 5 September 2008.
- Attended the Regional Workshop on "The Adaptation and Use of UNDP Capacity Assessment Tool for Public- Private Partnership for Local Services Delivery " in Makati City, Philippines from 14-17 October 2008.
- Attended the consultation meeting of the Ministry of Panchayati Raj, Government of India on the National Capacity Building Framework under the BRGF in New Delhi on 1-2 December 2008
- Attended the International Workshop on " ICT for Participatory Local Development – Exploring a Systemic Approach in Bangalore on 9-10 December 2008.
- Attended the Commonwealth Local Government Forum Policy and Resource Committee meeting at New Delhi on 15-17 April 2008.
- Attended the Regional Workshop on Decentralization and Local Governance :The Way Forward organized at RGNYP, Sri Perumbathur on 24-25 February 2009

Dr. Sunny George, Professor

- Attended the 'Review Workshop on NIUA Programmes ', organised by National Institute of Urban Affairs (NIUA), New Delhi, at NIUA on 20th July 2008.
- Attended the seminar on 'Food Security: Coconut Farming', organised jointly by KILA and Perambra Block Panchayat, during 29-30 October 2008, at Perambra.
- Attended the workshop on 'Capacity Building on Decentralised Urban Governance', organised by Ministry of Urban Development, Government of India, on 24th November 2008.
- Attended the seminar on 'Decentralisation in India: The Way Forward', organised jointly by KILA and Rajiv Gandhi National Institute for Youth Development (RGNID), on 24-25 February 2008, at Sreeperumbathur.



Dr. M.Retnaraj, Assistant Professor

- Attended the National Level Convention of District Panchayat Presidents and Block Panchayat Presidents organized by the Ministry of Panchayati Raj, Government of India at Vinjan Bhavan, New Delhi on April 2008
- Attended the South Asia Workshop on Local Democracy and Good Governance organized by Commonwealth Local Government Forum at KILA during 10-14 November 2008
- Attended the Conference of DPC Chairpersons and DPC Secretaries on District Planning at Vignan Bhavan , New Delhi during 16-17 January 2009
- Attended a course on "Local Governance for Rural Development :MSP for Institutional Strengthening " at Wageningen International, Netherlands under Netherlands Fellowship Programme during 9-21 February 2009

Dr.J.B.Rajan, Assistant Professor

- Attended the Learning & Sharing Workshop organized by SIRD, Bhubaneswar and presented a paper on "Capacity Building for Local Governments in Kerala' in January 2009
- Attended the Regional Workshop on Decentralization and Local Governance :The Way Forward organized at RGNVD, Sri Perumbathur in Feb 2009
- Attended the ToT on District Planning & Human Development organized by College of Cooperation and Banking at Pune
- Attended the National Conference on Inclusive Growth through Inclusive Governance at Delhi.
- Attended the Workshop on Embedding Decentralisation at Centre for Development Studies, Trivandrum.



Details of training programmes conducted by KILA during 2008-09

No	Training Programme	Batches pant	Partici- days	Training
	Institutional Training			
1	Training to Finance Standing Committee Chairpersons & Members of GPs	31	1064	3157
2	Training to Development Standing Committee Chairpersons & Members of G.Ps	1	67	201
3	Training to Welfare Standing Committee Chairpersons & Members of G.Ps	5	49	113
4	Leadership Development Programme for Women Elected Representatives of Panchayats	20	682	1577
5	Training to the newly elected members of Grama Panchayats	2	36	108
6	International Training Programmes	7	137	551
7	National Level Programmes	15	268	940
8	Training to Secretaries/JS/HC of Grama Panchayats	25	1661	3310
9	Training to the Ministerial Staff of Panchayats	10	600	1240
10	Training on Front office Management for Panchayats	4	34	78
11	Training on Gender Status Study	21	623	1555
12	Training on Jagratha Samithi Functioning	20	1057	1580
13	Training on Natural Resource Management & Watershed Plan Formulation	6	79	149
14	Training on Panchayat Mahila Sakthi Abhiyan	4	314	314
15	Experimental Training on National Rural Employment Guarantee Scheme	6	565	726
16	Trainings on S T Survey	11	638	1176
17	Watershed based Training	5	164	283
18	Workshop on the Training on Women Development Plan	2	13	33
19	Training on Public Works to Municipal Engineers	5	94	209
20	Training to Engineers of Urban Local Bodies	3	76	228
21	Training to the Health Inspectors of ULBs	1	87	261
22	Training to Ministerial Staff of ULBs	5	212	1006
23	Training on Double Entry Accounting System for ULBs	5	100	500
24	Training for TAG Members	7	625	887
25	Training on Plan Implementation & Project Management for ULBs	6	367	734
26	Training on Plan Implementation & Monitoring to Panchayats	4	219	432
27	Trainings & Workshops on 11th Five Year Plan	10	738	1194
28	Training on Annual Plan & Project Formulation	10	1364	1585
29	Helpdesk Training Programme	4	400	520
30	Training to DPC Members	1	52	104
31	Training on EMS Housing Scheme implementation	1	88	88
32	Training for Total Energy Security Mission Programme	5	263	428
33	Training on Dairy Development for Fod Security	3	36	46



34	Training to Local Fund Audit Team	13	416	1671
35	Training to Performance Audit Team	11	317	893
36	Training to Ministerial staff of the office of DDP & ADP	3	143	572
37	Workshop on the preparation of Material on compiling Govt. Orders	4	41	51
38	Workshop on Social Audit	1	6	6
39	Workshop on Accounts Rules	4	25	25
40	Workshop on Panchayat Manual Preparation	1	3	6
41	Training to Grama Sabha Facilitators	2	31	31
42	Training to SC/ST Promoters	1	10	10
43	Training on Social Security	1	15	30
44	Research Presentation by Researchers	3	62	62
45	Discussion Series on Decentralisation	1	20	20
46	Consultation Workshops	5	76	76
47	Training Needs Assessment Workshop	1	41	41
48	Workshop of CBDUG - Municipal Accounting & City Development Plan	4	51	51
49	Vision Workshop & Painting Camp	2	91	117
50	Trainings of Dept. of Town & Country Planning Officials	11	472	1092
	Sub Total	333	14592	30067

District Level Trainings

1	District Level Training on Annual Plan Formulation	266	30423	30423
2	District level Training on Account Settlement of Local Bodies	52	3734	3734
3	District Level Training on Technical Advisory Group	41	2564	2564
4	PMSA Sammelan for Women Elected Representatives	14	3060	3060
5	Regional Training on Jagrathasamithi Chairperson's & Convenors	17	897	1794
6	Jagrathasamithi Experience Learning Series	2	189	189
7	Training on ST Survey	60	5289	8597
8	Training on Plan Implementation & Monitoring - ULBs	8	434	868
9	Participatory Learning Series on Food Security	6	1182	2364
10	Experience Sharing Workshop Series on NREGS	12	824	1648
11	Training on Plan Implementation & Monitoring for GP & BP	91	11736	23472
12	Training on Panchayat Administration to Ministerial Staff	103	5129	10258
13	Training on Leadership Development Programme for women elected representatives	29	1380	2760
14	Training on Leadership Development programme for women Presidents	3	49	196
15	Training to Grama Sabha Facilitators	3	107	214
16	Literacy Mission Training Programme	4	344	688
17	Training to Helpdesk team	1	106	106
18	Training to SC/ST Promoters	3	213	426
19	Dairy Development Training for Food Security	20	953	1906



20	Training to Secretary & Presidents of Milk Co-operative societies	2	164	328
21	One day workshop on Plan Implementation to the Implementing officers of Kannur District Panchayat	1	156	156
22	Regional Workshop on Local Governance in India : Way Forward at RGNID< Tamilnadu	1	55	165
23	Helpdesk Meetings conducted by SRG	7	183	183
24	Workshop of Technical Committee - SRG	10	302	454
25	Workshop for Co-ordinators and Trainers - SRG	7	391	391
26	Workshop for the preperation of different guidelines	4	83	83
27	Workshop for Masterplan Preperation of Watershed based development	2	661	661
28	Workshop on Vanavakasa Niyamam	1	31	31
29	Workshop on Coastal Management Zone	1	83	83
30	State Level Workshop on Front Office Management	1	101	202
31	Training on Verification team of EMS Housing Scheme Programme	69	5952	5952
32	Training Needs Assessment Workshop	1	41	82
Sub Total		842	76816	104038

Trainings conducted by Other Agencies

1	Computer Training for Staff of LSGI by IKM	37	857	4670
2	Induction Training - New Staff of Suraksha Projects - STRC	9	319	1000
3	Training Programme of Commercial Tax Dept	7	1170	2340
4	Workshop on Payments & Accounts of LSGI for Treasury Dept. Officials	1	80	80
5	Workshop of Grama Panchayat Association	1	24	48
6	Kudumbhasree Training Programmes	5	435	1000
7	Workshop on PDIL-K : Grameena Padana Kendra	1	45	90
8	Trainings conducted by External Agencies	43	3640	6434
Sub Total		104	6570	15662
GRAND TOTAL		1279	97978	149767



Prof. M.K. Prasad, Chairman and Executive Mission Director, Information Kerala Mission making the keynote address in the 'Researchers Workshop on Decentralisation'



K. VIJAYAKUMAR & CO.

CHARTERED ACCOUNTANTS

XIX/525, EDR Complex, Near Town Hall, IRINJALAKUDA – 680 121

Office : 0480 2823535, Resi : 0480 2823636

e-mail : kv2823535@yahoo.co.in

Service Tax Code(Regn. No.) AAJHFK6244MST001

AUDITORS' REPORT

We have audited the Balance Sheet as at 31st March 2009 and the Income and Expenditure Account for the year ended on that date attached herewith of KERALA INSTITUTE OF LOCAL ADMINISTRATION (KILA) – THRISSUR. These financial statements are the responsibility of the Management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in India. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amount and disclosures in the financial statements. An audit also includes assessing the accounting principle used and significant estimates made by Management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

Further to our comments, we report that:

1. The Balance Sheet and the Income and Expenditure Account are in agreement with books of accounts maintained by the Institute.
2. We have obtained all the information and explanation, which to the best of our knowledge and belief, where necessary for the purpose of the audit.
3. In our opinion, the Institute has kept proper books of accounts, so far as appeared from our examination of the books test checked.

Subject to :

Non-provision of income tax/ fringe benefit tax liability in the account.

We report that :

4. In our opinion and to the best of our information and according to the explanation given to us, the said accounts, read with notes thereon, gives a true and fair view :
 - i. In the case of Balance Sheet, of the state of affairs of the Institute as at 31st March 2009.
 - ii. In the case of Income and Expenditure Account, of the excess of Income over Expenditure for the year ended 31st March 2009

Place : Irinjalakuda

Date : 26-06-2009



File No. #00000000000000000000

K. VIJAYAKUMAR & CO. CHARTERED ACCOUNTANTS

**K. VIJAYAKUMAR & CO.**

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**ACCOUNTING POLICIES AND NOTES TO AND FORMING PART OF
ACCOUNTS OF KERALA INSTITUTE OF LOCAL ADMINISTRATION
FOR THE YEAR ENDED 31ST MARCH 2009**

1. Basis of Accounting :-

The financial statements are prepared on accrual basis as a going concern and in accordance with the generally accepted accounting principles.

2. Fixed Assets :-

Fixed assets are stated at cost less depreciation. All cost directly related to the acquisition and installation of fixed assets are capitalised and added to the respective assets.

3. Depreciation :-

Depreciation is provided on all fixed assets on written down value method at the rates specified in Income Tax Act 1961.

4. Income Tax/Fringe Benefit Tax Provisions :-

No provision has been made in the accounts in respect of Income Tax liability arising on account of excess of income over expenditure during the year. Also no provision is made towards Fringe Benefit Tax Liability.

We are informed by the management that the Institute is claiming exemption of Total Income under Section 10(23C) (iiiab) of the Income Tax Act, 1961 and as such its income is not liable to be taxed and provisions contained in Chapter XII-H of the Income Tax Act regarding Fringe Benefit Tax are not applicable to the Institute.

Place : Irinjalakuda

Date : 26-06-2009

For K. VIJAYAKUMAR & CO.
K. VIJAYAKUMAR & CO. CA
Chartered Accountants





KERALA INSTITUTE OF LOCAL ADMINISTRATION, THRISSUR

BALANCE SHEET AS AT 31-3-2009

LIABILITIES	Current Year 2008-09		Previous Year 2007-08	
	Rs.	Ps.	Rs.	Ps.
CAPITAL CONTRIBUTION (AS PER SCHEDULE - 1)	231,455,851.50		198,915,926.50	
CURRENT LIABILITIES (AS PER SCHEDULE - 2)	137,022,292.00		142,609,902.00	
OTHER LIABILITIES (AS PER SCHEDULE - 3)	628,036.00		513,820.00	
TOTAL	369,106,179.50		342,039,648.50	
ASSETS				
FIXED ASSETS (AS PER SCHEDULE - 4)	34,287,785.00		33,033,716.00	
CURRENT ASSET (AS PER SCHEDULE - 5)	288,056,102.70		264,317,799.70	
ADVANCES (AS PER SCHEDULE - 6)	18,290,053.00		14,878,755.00	
OTHER ASSETS (AS PER SCHEDULE - 7)	24,400.00		24,400.00	
EXCESS OF EXPENDITURE OVER INCOME (AS PER SCHEDULE - 8)	28,447,838.80		29,784,977.80	
TOTAL	369,106,179.50		342,039,648.50	

Place : Thrissur
Date : 26-06-2009


DIRECTOR
KERALA INSTITUTE OF LOCAL ADMINISTRATION
THRISSUR - 680591


Accounts Officer

As per our report of even date attached.

Place : Irinjalakuda
Date : 26-06-2009




Chartered Accountant
of KERALA INSTITUTE OF LOCAL ADMINISTRATION



KERALA INSTITUTE OF LOCAL ADMINISTRATION, THRISSUR
SCHEDULES FORMING PART OF BALANCE SHEET AS AT 31-03-2009

LIABILITIES	CURRENT YEAR 2008-2009		PREVIOUS YEAR 2007-08	
	Rs.	Ps.	Rs.	Ps.
SCHEDULE - 1				
CAPITAL CONTRIBUTION				
CONTRIBUTION FROM MUNICIPALITY	810,000.00		810,000.00	
CONTRIBUTION FROM PANCHAYATH CORPUS FUND	18,836,500.00		18,836,500.00	
GRANT FROM CENTRAL GOVERNMENT	30,338,242.00		26,834,042.00	
GRANT FROM STATE GOVERNMENT	26,300,000.00		26,300,000.00	
	155,171,109.50		126,135,384.50	
TOTAL	231,455,851.50		198,915,926.50	
SCHEDULE - 2				
CURRENT LIABILITIES				
SUNDRY CREDITORS (AS PER SUB-SCHEDULE - I)	22,648,644.00		49,075,855.00	
AWARD - BEST PERFORMING PANCHAYATH	59,145,210.00		53,185,470.00	
CENTRAL ASSISTANCE- EMPOWERMENT & ACCOUNTABILITY	34,716,312.00		22,402,894.00	
CENTRAL ASSISTANCE- TRAINING-RGSY	936,298.00		Nil	
DOCUMENTATION & TOT	595,000.00		595,000.00	
GRATUITY PAYABLE	698,703.00		771,034.00	
INTEREST PAYABLE ON TDS	4,885.00			
MGP-CITIZEN REPORT CARD	722,716.00		722,716.00	
MGP-MODEL OF HEALTH SERVICE	Nil		46,676.00	
MGP-REPLICATION PROJECT	4,391,178.00		4,393,888.00	
MGP-RESOURCE MOBILISATION	844,821.00		844,821.00	
MGP-TNA PROJECT	183,910.00		213,910.00	
OUTSTANDING EXPENSES - (AS PER SUB-SCHEDULE - II)	386,995.00		1,290,218.00	
PERFORMANCE AUDIT-TRAINING	1,129,104.00		1,460,633.00	
RESEARCH-FISHERIES & PRI	Nil		1,274.00	
RESEARCH-FORMULATING DEV. PLANS	Nil		23,422.00	
TOWN PLANNING DEPARTMENT TRG	3,310,090.00		4,825,641.00	
COURSE FEE RECOVERED IN ADVANCE	Nil		631,100.00	
CAPDECK CONSOLIDATION PROJECT	7,308,426.00		2,125,350.00	
TOTAL	137,022,292.00		142,609,902.00	
SCHEDULE - 3				
OTHER LIABILITIES				
EARNEST MONEY DEPOSIT	32,844.00		32,844.00	
RETENTION MONEY	522,983.00		434,602.00	
SECURITY DEPOSIT	72,209.00		46,374.00	
TOTAL	628,036.00		513,820.00	





KERALA INSTITUTE OF LOCAL ADMINISTRATION, THRISSUR
SCHEDULE - 4: FIXED ASSETS

ITEMS	RATE %	WDV AS ON 01-04-2008	ADDITIONS		TOTAL	DEPRECIATION FOR THE YEAR	WDV AS ON 31-03-2009
			UP TO 30-09-2008	AFTER 30-09-2008			
AUDITORIUM	10	132,478.00	-	-	132,478.00	13,249.00	119,229.00
AIR CONDITIONER	35	290,174.00	-	-	290,174.00	43,526.00	246,648.00
ASSET 94-95	10	115,373.00	-	-	115,373.00	11,537.00	104,016.00
BIO-GAS PLANT	10	-	-	126,000.00	126,000.00	6,300.00	119,700.00
BUILDING	10	4,261,837.00	-	31,430.00	4,293,267.00	427,758.00	3,865,509.00
RAIN WATER HARVESTING UNITS	10	-	-	948,870.00	948,870.00	47,443.00	901,427.00
COMPOUND WALL	10	59,779.00	-	-	59,779.00	5,978.00	53,801.00
COMPUTERS	60	106,599.00	803,250.00	1,466,033.00	2,377,882.00	986,919.00	1,390,963.00
ELECTRICAL FITTINGS	10	307,377.00	-	6,725.00	314,102.00	31,074.00	283,028.00
FIRE EXTINGUISHER	15	6,989.00	-	-	6,989.00	748.00	6,241.00
FURNITURE & FITTINGS	10	1,609,753.00	201,791.00	181,800.00	1,893,344.00	180,243.00	1,713,101.00
INTERCOM	15	103,401.00	-	-	103,401.00	15,310.00	87,891.00
KITCHEN EQUIPMENT	15	116,294.00	-	7,500.00	123,794.00	18,307.00	107,487.00
LAND AT COST	0	16,271,078.00	-	-	16,271,078.00	-	16,271,078.00
LCD PROJECTOR	15	406,000.00	-	-	406,000.00	61,200.00	346,800.00
LIBRARY BOOKS	15	3,032,207.00	144,143.00	256,203.00	3,432,553.00	465,218.00	2,931,337.00
LIBRARY BUILDING	0	95,684.00	26,596.00	-	125,280.00	-	125,280.00
MACHINERY	15	251,286.00	14,774.00	-	266,060.00	39,909.00	226,151.00
MOBILE PHONE	15	2,035.00	-	-	2,035.00	305.00	1,730.00
NAME BOARD	15	7,659.00	-	-	7,659.00	1,149.00	6,510.00
PHOTO COPIER	15	17,683.00	102,071.00	-	119,754.00	17,963.00	101,791.00
QUARTERS	10	641,922.00	-	-	641,922.00	64,192.00	577,730.00
STATUE	10	338,805.00	-	-	338,805.00	33,881.00	304,924.00
TELEVISION	15	362,842.00	-	-	362,842.00	54,426.00	308,416.00
TRAINING EQUIPMENTS	15	185,573.00	-	-	185,573.00	27,836.00	157,739.00
VEHICLE	15	529,631.00	-	-	529,631.00	79,445.00	450,186.00
WATER HEATER	15	20,220.00	-	-	20,220.00	4,383.00	14,837.00
IIIrd STAGE DEVELOPMENT :-							
BUILDING	10	3,436,660.00	-	-	3,436,660.00	343,666.00	3,092,994.00
ELECTRICAL FITTINGS	10	65,877.00	-	-	65,877.00	6,588.00	59,289.00
FURNITURE & FITTINGS	10	258,953.00	-	-	258,953.00	25,895.00	233,058.00
MACHINERY	15	74,203.00	-	-	74,203.00	11,130.00	63,073.00
LIFT	15	9,340.00	-	-	9,340.00	1,401.00	7,939.00
TOTAL		33,033,716.00	1,292,627.00	3,018,623.00	37,344,966.00	3,057,181.00	34,287,785.00

Note:-

Additions to Building worth Rs. 31,490/- is Scooter Shed Construction.

Additions to Librinary Building worth Rs. 26598/- is Electrification of Library Building



KERALA INSTITUTE OF LOCAL ADMINISTRATION, THRISSUR
SCHEDULES FORMING PART OF BALANCE SHEET AS AT 31-03-2009

ASSETS	CURRENT YEAR 2008-2009		PREVIOUS YEAR 2007-08	
	Rs.	Ps.	Rs.	Ps.
SCHEDULE -5				
CURRENT ASSETS				
DEPOSITS - (AS PER SUB-SCHEDULE - III)	151,027,574.00		128,253,198.00	
SUNDRY DEBTORS (AS PER SUB-SCHEDULE - IV)	17,163,151.00		13,818,179.00	
CASH IN HAND	1,482.00		12,822.00	
STAMP	42.00		209.00	
BANK ACCOUNTS				
CANARA BANK A/C NO. 58840 RGF	1,123.00		1,085.00	
CANARA BANK A/C NO. 187	3,420.20		4,290.20	
CANARA BANK SB A/C 35194	6,141,035.50		963,156.50	
DISTRICT TREASURY - PD ACCOUNT	39,711,526.00		91,666,298.00	
DISTRICT TREASURY - TPA 890	15,057.00		13,991.00	
INDIAN BANK SB A/C 13086-462111353	5,773,478.00		3,322,555.00	
INDIAN BANK SB A/C 19066-AMLSOI	5,474,145.00		5,511,653.00	
INDIAN BANK A/C 750589330 PROJECT-UNDP-GOL	Nil		5,206,013.00	
INDIAN BANK SB A/C 16337-HUDCO	6,016.00		6,016.00	
INDIAN BANK SB A/C NO. PROJECT NREGS-MODULE DEV.	1,074,903.00		539,000.00	
INDIAN BANK A/C 778351056-PROJECT ST SURVEY	5,250.00		Nil	
CANARA BANK CAPDECK CONSOLIDATION	7,298,926.00		2,125,350.00	
GRANT RECEIVABLE FROM STATE GOVERNMENT	41,150,000.00		Nil	
INTEREST ACCRUED	777,478.00		609,244.00	
LIC-GRATUITY FUND	698,703.00		595,879.00	
PREPAID EXPENSES	29,535.00		25,603.00	
TAX DEDUCTED AT SOURCE	1,653,258.00		1,653,258.00	
DEPOSIT FOR LAND (LA THASILDAR)	10,050,000.00		10,000,000.00	
TOTAL	288,056,102.70		264,317,799.70	





**KERALA INSTITUTE OF LOCAL ADMINISTRATION, THRISSUR
SCHEDULES FORMING PART OF BALANCE SHEET AS AT 31-03-2009**

ASSETS	CURRENT YEAR 2008-2009		PREVIOUS YEAR 2007-08	
	Rs.	Ps.	Rs.	Ps.
SCHEDULE -6				
ADVANCES				
Dr. P.K. MICHAEL THARAKAN		18,000.00		18,000.00
JAYADEVAN S		99.00		778.00
JAYAN E.K		2,505.00		Nil
HCL COMPUTERS		Nil		1,554,248.00
PRAXIS		6,426.00		6,426.00
RAMAKANTAN N (DIRECTOR)		4,681.00		2,742.00
RAMAKRISHNAN. IAS		1,950.00		1,950.00
RAMANATHAN. H		Nil		1,800.00
RETNA RAJ		Nil		1,000.00
SANTHOSH K.S		472.00		Nil
SANTHOSH. T.A		Nil		1,300.00
SIRD.KOTTARAKKARA		482,560.00		450,000.00
SUNNY GEORGE		7,236.00		Nil
COSTFORD		13,936,393.00		9,083,782.00
HUDCO/HSMI		323,000.00		750,000.00
KERALA ELECTRICAL & ALLIED ENGG. CO LTD		2,503,783.00		2,503,783.00
KERALA STATE AUDIO V&RC		1,000,000.00		500,000.00
USHA.T.A		2,948.00		2,948.00
TOTAL		18,290,053.00		14,878,755.00
SCHEDULE -7				
OTHER ASSETS				
EARNEST MONEY DEPOSIT-GAS CONNECTION		14,400.00		14,400.00
TELEPHONE DEPOSIT		10,000.00		10,000.00
TOTAL		24,400.00		24,400.00
SCHEDULE -8				
EXCESS OF EXPENDITURE OVER INCOME				
EXCESS OF EXPENDITURE OVER INCOME AS PER LAST BALANCE SHEET		29,784,977.80		30,381,300.80
LESS : EXCESS OF INCOME OVER EXPENDITURE		1,337,139.00		596,323.00
TOTAL		28,447,838.80		29,784,977.80





KERALA INSTITUTE OF LOCAL ADMINISTRATION, THRISSUR

SUB-SCHEDULES FORMING PART OF BALANCE SHEET AS AT 31-03-2009

CURRENT LIABILITIES	CURRENT YEAR 2008-2009	
	Rs.	Ps.
SUB-SCHEDULE - I		
SUNDRY CREDITORS		
PROJECT AMBLSOI (ASSET MANAGEMENT)	4,368,762.00	
KERALA BOOKS AND PUBLICATION SOCIETY, KOCHI	21,472.00	
PROJECT-BRGF	9,028,907.00	
PROJECT-CLGF/KILA-LOCAL DEMO & GOOD GOV.TRG	694,511.00	
PROJECT-DIGITALISATION OF A.R	1,105,383.00	
PROJECT-DSP-JAGRATHA SAMITHI	217,472.00	
KERALA AIDS CONTROL SOCIETY	1,257,223.00	
PROJECT-NRGA-TIME & MOTION STUDY	284,192.00	
PROJECT-S.LINKS WITH TR. INST. CORPORATION OF THRISSUR	1,562,478.00	
PROJECT-UNDP NREGS-MODULE PREPARATION	200,000.00	
PROJECT-VILLAGE RESOURCE EXPERT CENTRE-RSVY,WYANAD	1,028,242.00	
DIRECTOR OF SC DEVELOPMENT DEPT.	120,000.00	
DII-IRTC PALAKKAD	560,856.00	
NIRMITHI KENDRA	92,316.00	
PROJECT-SC PROMOTERS TRAINING	25,555.00	
PROGRAMME CO-ORDINATOR SRD (VISIT OF WEST BENGAL TEAM)	83,742.00	
DISTRICT LITERACY MISSION.WAYANAD	100,000.00	
TRIVANDRUM CORPORATION	177.00	
PROGRAMME CO-ORDINATOR SIRD (VISIT OF SIRD OFFICIALS FROM ASSAM)	411,685.00	
CONSULTANCY PROJECT-FISHERIES SURVEY AT TVM	280,394.00	
CONSULTANCY PROJECT- SOCIAL SECURITY-KODAKARA	299,465.00	
DEPT OF URBAN AFFAIRS, TVM	100,560.00	
DIRECTORATE OF PANCHAYATH,TVM	69,822.00	
PROJECT- PREPARATION OF MODEL PANCHAYATH MANUAL	74,623.00	
PROJECT URBAN POVERTY ALLEVIATION	97,500.00	
ADC KASARGOD	549,115.00	
ADC KOLLAM	4,635.00	
ADC THRISSUR	5,672.00	
	3,885.00	
TOTAL	22,648,644.00	
SUB-SCHEDULE - II		
OUTSTANDING EXPENSES		
SUNDRY EXPENSES PAYABLE	205,454.00	
AUDIT FEE PAYABLE	20,000.00	
SALARY PAYABLE	161,541.00	
TOTAL	386,995.00	





KERALA INSTITUTE OF LOCAL ADMINISTRATION, THRISSUR

SUB-SCHEDULES FORMING PART OF BALANCE SHEET AS AT 31-03-2009

CURRENT ASSETS	CURRENT YEAR 2008-2009
SUB-SCHEDULE - III	
DEPOSITS	
FIXED DEPOSIT DIST. TREASURY	44,091,800.00
FIXED DEPOSIT INDIAN BANK	9,722,133.00
TERM DEPOSIT WITH :-	
(I) INDIAN BANK , THRISSUR (AWARD - BEST PERFORMING PANCHAYATH)	59,145,210.00
(II) CANARA BANK , THRISSUR (CENTRAL ASSISTANCE-EMPOWERMENT & ACCOUNTABILITY)	34,577,573.00
(III) INDIAN BANK , THRISSUR (MGP REPLICATION PROJECT)	3,490,858.00
TOTAL	151,027,574.00
SUB-SCHEDULE - IV	
SUNDRY DEBTORS	
KELTRON,TRIVANDRUM	705,280.00
PROJECT-ST SURVEY	1,685,347.00
PROJECT-SC SURVEY	108,852.00
NI TH PLAN ADVANCES	4,058,632.00
CEO,BRAHMAGIRI DEVELOPMENT SOCIETY,WAYANAD	438,312.00
ANERT, THRISSUR	52,385.00
ASCI, HYDERABAD	180,000.00
PROJECT-MAHILA SAKTHI ABHIYAN	139,037.00
PROJECT-NIUA - DOING BUSINESS	4,821.00
PROJECT-STRC-SOMA	125,603.00
C-DIT	61,987.00
CENTRE FOR DEVELOPMENT STUDIES	4,905.00
CAPDECK PROJECT	129,488.00
C M D	19,289.00
CONVENOR,SLTG	26,167.00
DDP IDUKKI	6,900.00
DDP KOLLAM	2,889.00
DDP KOTTAYAM	3,609.00
DDP PATHANAMTHITTA	1,054.00
DDP TRIVANDRUM	3,150.00
DII-BBF KOLLAM	10,224.00
DII-BODHANA, PATHANAMTHITTA	10,246.00
DII-ETC, THALIPARAMBA	11,036.00
TOTAL C/F	7,789,213.00





KERALA INSTITUTE OF LOCAL ADMINISTRATION, THRISSUR

SUB-SCHEDULES FORMING PART OF BALANCE SHEET AS AT 31-03-2009

TOTAL C/F	7,789,213.00
EDI,THRISSUR	2,592.00
DII-KANJANGAD BLOCK PANCHAYATH, KANJANGAD	15,378.00
DII-MASS KANNUR	92,000.00
DIRECTOR OF PANCHAYATHS	215,000.00
DIRECTOR-VHSE TRIVANDRUM	38,924.00
SECRETARY,KERALA SANGEETHA NATAKA ACADEMY	163,510.00
DIRECTOR,PMOC,VELLAMADUKUNNU	35,000.00
DIST. PANCHAYATH - THRISSUR	5,577.00
FOREST INDUSTRIES(TRAVANCORE) LIMITED	1,180,374.00
HABITAT TECHNOLOGY GROUP, TVM	60,112.00
IKM, TRIVANDRUM	2,369,861.00
IT@SCHOOL PROJECT	3,719.00
PAU,PATHANAMTHITTA	14,184.00
KERALA BUREAU OF INDUSTRIAL PROMOTION, TVM	5,624.00
KUDUMBHASREE, TVM	418,148.00
MEETING OF TASK FORCE ON LAND TENURE FOR URBAN POOR	125,838.00
NATIONAL INFORMATICS CENTRE	1,235,731.00
NIRMATHI KENDRA, TVM	51,406.00
NSS PROG OFFICER KLM	65,290.00
NSS PROG OFFICER	60,020.00
PROJECT-CERTIFICATE PROGRAMME ON URBAN MANAGEMENT	20,239.00
SRG ADVANCE	3,063,818.00
DIRECTOR HPIPA, SYMILA (VISIT OF HIMACHAL PRADESH TEAM)	46,489.00
ADC MALAPPURAM	37,080.00
ADC PALAKKAD	27,528.00
ADC TRIVANDRUM	20,496.00
TOTAL	17,163,151.00





KERALA INSTITUTE OF LOCAL ADMINISTRATION, THRISSUR
INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31ST MARCH 2009

INCOME	CURRENT YEAR 2008-09		PREVIOUS YEAR 2007-08	
	Rs.	Ps.	Rs.	Ps.
BY INCOME FROM TRAINING PROGRAMMES (AS PER ANNEXURE - A)	12,118,339.00		10,996,233.00	
* GRANT FROM GOVERNMENT - NON PLAN FUND	850,000.00		728,000.00	
* QUARTERS RENT	20,950.00		26,970.00	
* INTEREST FROM BANK	1,606,746.00		922,815.00	
* COURSE FEE - FINANCIAL MANAGEMENT	1,652,500.00		37,700.00	
* OTHER INCOME (AS PER ANNEXURE - B)	1,113,166.00		807,172.00	
TOTAL	17,361,721.00		13,518,910.00	
EXPENDITURE				
TO ADMINISTRATION EXPENSES - (AS PER ANNEXURE - C)	8,257,001.00		7,400,888.00	
* OFFICE EXPENSES - (AS PER ANNEXURE - D)	2,181,027.00		1,849,899.00	
* TRAINING EXPENSES - (AS PER ANNEXURE - E)	1,041,942.00		405,791.00	
* REPAIRS AND MAINTENANCE - (AS PER ANNEXURE - F)	806,021.00		503,334.00	
* OTHER EXPENSES - (AS PER ANNEXURE - G)	681,410.00		494,558.00	
* DEPRECIATION - (AS PER SCHEDULE - 4)	3,037,181.00		3,268,122.00	
* EXCESS OF INCOME OVER EXPENDITURE	1,337,139.00		596,323.00	
TOTAL	17,361,721.00		13,518,910.00	

Place : Thrissur
 Date : 26-06-2009


 DIRECTOR
 KERALA INSTITUTE OF LOCAL ADMINISTRATION
 THRISSUR - 680581


 Accounts Officer

Place : Irinjalakuda
 Date : 26-06-2009



As per our report of even date attached.


 KILA
 THRISSUR



KERALA INSTITUTE OF LOCAL ADMINISTRATION, THRISSUR
ANNEXURES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE
YEAR ENDED 31ST MARCH 2009

INCOME	Current Year 2008-09		Previous Year 2007-08	
	Rs.	Ps.	Rs.	Ps.
ANNEXURE - A				
INCOME FROM TRAINING PROGRAMMES				
ADMINISTRATIVE CHARGES COLLECTED	4,013,269.00		2,437,044.00	
FACULTY AND STAFF TIME	157,337.00		761,500.00	
VEHICLE CHARGES	Nil		47,798.00	
RENT RECEIVED FROM :-				
TRAINING EQUIPMENTS	3,004,194.00		2,188,872.00	
ROOM	4,935,584.00		5,561,039.00	
GENERATOR	7,955.00		Nil	
TOTAL	12,118,339.00		10,996,253.00	
ANNEXURE - B				
OTHER INCOME				
DONATIONS	Nil		20,000.00	
RENT - EDII	71,500.00		66,000.00	
MISCELLANEOUS INCOME	1,041,686.00		721,172.00	
TOTAL	1,113,186.00		807,172.00	





KERALA INSTITUTE OF LOCAL ADMINISTRATION, THRISSUR
ANNEXURES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE
YEAR ENDED 31ST MARCH 2009

EXPENDITURE	Current Year 2008-09		Previous Year 2007-08	
	Ra.	Pa.	Ra.	Pa.
ANNEXURE - C				
ADMINISTRATIVE EXPENSES				
PAY AND ALLOWANCES	7,414,229.00		6,678,560.00	
TRAVELLING ALLOWANCES	332,881.00		369,104.00	
ADVERTISEMENT EXPENSES	127,674.00		38,301.00	
AUDIT FEE	23,500.00		20,000.00	
RATES AND TAXES	3,000.00		1,175.00	
SECURITY SERVICE CHARGES	355,717.00		293,748.00	
TOTAL	8,257,001.00		7,400,888.00	
ANNEXURE - D				
OFFICE EXPENSES				
MAINTENANCE - VEHICLES	415,753.00		364,317.00	
ELECTRICITY CHARGES	759,699.00		816,090.00	
MISCELLANEOUS EXPENSES	134,359.00		84,754.00	
POSTAGE	397,197.00		220,806.00	
PRINTING & STATIONERY	32,492.00		68,452.00	
TELEPHONE CHARGES	321,070.00		287,120.00	
BED SHEET & PILLOW COVER	114,465.00		8,355.00	
G.C. MEETING EXPENSES	4,764.00		Nil	
E.C. MEETING EXPENSES	1,228.00		Nil	
TOTAL	2,181,027.00		1,849,894.00	
ANNEXURE - E				
TRAINING EXPENSES				
HONORARIUM & T A	526,479.00		147,125.00	
MEDICINE TO GUEST HOUSE	4,593.00		2,231.00	
PHOTO CHARGES	22,547.00		9,703.00	
PRINTING & STATIONERY	175,343.00		167,865.00	
TRAINING EXPENSES - PROGRAMMES W/OFF	136,890.00		Nil	
TRAINING MATERIALS	21,076.00		Nil	
WASHING CHARGES	120,896.00		78,867.00	
FIELD VISIT EXPENSES	346.00		Nil	
VEHICLE CHARGES	33,772.00		Nil	
TOTAL	1,041,942.00		405,791.00	





KERALA INSTITUTE OF LOCAL ADMINISTRATION, THRISSUR				
ANNEXURES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE				
YEAR ENDED 31ST MARCH 2009				
EXPENDITURE	Current Year 2008-09		Previous Year 2007-08	
	Rs.	Ps.	Rs.	Ps.
ANNEXURE - F				
REPAIRS & MAINTENANCE				
CLEANING MATERIALS	27,303.00		26,482.00	
BUILDING REPAIRS	Nil		32,940.00	
COMPUTER REPAIRS	292,282.00		105,745.00	
ELECTRICAL MAINTENANCE	57,551.00		39,208.00	
FURNITURE MAINTENANCE	18,649.00		9,201.00	
MACHINERY REPAIRS	358,480.00		170,255.00	
QUARTERS MAINTENANCE	9,366.00		54,130.00	
OTHERS	42,390.00		65,373.00	
TOTAL	806,021.00		503,334.00	
ANNEXURE - G				
OTHER EXPENSES				
BANK CHARGES	20,369.00		3,279.00	
BUILDING TAX	Nil		39,574.00	
CONSULTANCIES	Nil		45,354.00	
COOLIE CHARGES	85,375.00		31,708.00	
DOCTOR'S REMUNERATION	63,250.00		51,000.00	
GARDEN MAINTENANCE	221,541.00		188,605.00	
INSPECTION FEE	16,460.00		8,850.00	
INTERNET	4,136.00		31,766.00	
NEWS PAPER & PERIODICALS	49,712.00		56,653.00	
KILA DAY EXPENSES	174,307.00		Nil	
UNIFORM	42,490.00		32,740.00	
WATER CHARGES	3,770.00		5,029.00	
TOTAL	681,410.00		494,558.00	





KERALA INSTITUTE OF LOCAL ADMINISTRATION, THRISSUR
RECEIPT & PAYMENT ACCOUNT FOR THE YEAR 2008 - 2009

RECEIPTS			PAYMENTS		
Particulars	Current Year 2008 - 2009	Previous Year 2007 - 2008	Particulars	Current Year 2008 - 2009	Previous Year 2007 - 2008
OPENING BALANCE :-					
CASH	10,031.00	1,858.00	Deposit - Land Acquisition	80,000.00	10,000,000.00
BANK (Including Deposits)	235,477,255.70	228,886,089.70	Addition to Fixed Assets	4,311,250.00	2,018,317.00
BANK - CapDeck Consolidation Phase	2,125,350.00	0.00	Capacity Building Activities	9,290,844.00	8,988,939.00
GRANT from State Govt. (Non Plan)	-	728,000.00	Repairs & Maintenance	791,608.00	-
GRANT from State Govt. (Plan)	-	20,000,000.00	COSTFORD	4,852,611.00	6,043,782.00
Central Assistance - Training - RCSI	5,871,100.00	0.00	Central Assistance - Training - RCSI	4,934,802.00	-
Central Assistance - Empowerment & Accountability- including interest on Deposit	12,313,418.00	11,434,000.00	Project-Integrated Development Prog.	14,276,999.00	14,839,067.00
Interest on Term Deposit (Award Fund)	5,959,740.00	350,665.00	Project -BRGF	10,971,093.00	-
CapDeck Project	-	900,722.00	CapDeck Project	129,488.00	-
CapDeck Consolidation Project - Grant from SDG (Including Interest)	8,069,751.00	2,775,917.00	CapDeck Consolidation Project	2,886,675.00	650,567.00
Performance Audit Trg	-	1,000,000.00	Performance Audit Trg	631,529.00	147,281.00
HUDCO / HSMI	1,177,000.00	1,125,000.00	HUDCO / HSMI	750,000.00	750,000.00
Dept. of Urban Affairs	1,000,000.00	0.00	Dept. of Urban Affairs	922,596.00	500,727.00
Directorate of Panchayat	300,000.00	0.00	Directorate of Panchayat	220,194.00	165,183.00
IKM, Trivandrum	301,943.00	1,659,987.00	IKM, Trivandrum	2,330,153.00	1,822,301.00
Kudumbasree, Trivandrum	88,285.00	630,435.00	Kudumbasree, Trivandrum	289,362.00	96,114.00
Interest on Bank	1,438,512.00	1,306,535.00	LIC Gratuity Fund	325,155.00	76,027.00
Training Programme - NREGA	-	-	Training Programme - NREGA	881,823.00	286,237.00
Training to Town Planning Dept	-	-	Training to Town Planning Dept	1,515,551.00	398,231.00
Receipts from various Projects	19,570,543.00	31,152,171.00	Payments for various Projects	25,228,722.00	13,230,558.00
Capital Contribution (Interest on Fixed Deposit - Corpus Fund)	3,504,300.00	2,730,729.00	Gratuity paid	122,331.00	-
Advances	-	28,979.00	Advances	7,373.00	-
Income Tax - Collected	1,564,358.00	366,367.00	Income Tax - Paid	1,564,358.00	367,409.00
Sales Tax - Collected	135,647.00	204,254.00	Sales Tax - Paid	135,647.00	204,254.00
Workers Welfare Fund	36,327.00	50,946.00	Workers Welfare Fund	36,327.00	50,946.00
Profession Tax	56,110.00	48,100.00	Profession Tax	56,110.00	48,100.00
Retention Money	88,381.00	-	Retention Money	-	-
Earnest Money Deposit- Received	14,135.00	27,223.00	Earnest Money Deposit - Refunded	14,135.00	5,000.00
Security Deposit - Collected	85,351.00	7,500.00	Security Deposit - Refunded	39,516.00	117,330.00
Sundry Creditors	9,659,627.00	2,304,302.00	Sundry Debtors	5,406,370.00	11,458,630.00
Income from Training Programmes	12,118,339.00	10,596,253.00	Repairs and Maintenance	806,021.00	497,964.00
Other Income	1,113,186.00	807,172.00	Office Expenses	2,180,074.00	1,841,799.00
Course fee received in Advance	-	631,100.00	Administration Expenses	9,114,090.00	6,853,137.00
Course fee + Financial Management	1,021,400.00	37,700.00	Training Expenses	1,088,076.00	426,347.00
LIC Gratuity Fund	122,331.00	-	Indirect Expenses	-	8,355.00
Gratuity	30,000.00	-	Other Expenses	681,410.00	495,956.00
Quarters Rent	20,950.00	26,970.00	CLOSING BALANCE :-		
			CASH	1,524.00	13,031.00
			BANK (Including Deposits)	209,233,527.70	235,477,255.70
			BANK - CapDeck Consolidation Phase	7,298,926.00	2,125,350.00
TOTAL	323,296,270.70	320,239,194.70	TOTAL	323,296,270.70	320,239,194.70

Place : Thrissur
Date : 26-06-2009

Place : Iringalukuda
Date : 26-06-2009




 Director
 KERALA INSTITUTE OF LOCAL ADMINISTRATION
 THRISSUR - 680581
 For E. MURUGANAR & CO

 E. MURUGANAR & CO. P.T.A.
 Chartered Accountants