

Initiatives For Capacitating Inclusive Local Governance



**ANNUAL REPORT**
2009-2010



Kerala Institute of Local Administration (KILA)

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Message From The President General Council

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I am delighted to note that the Annual Report of Kerala Institute of Local Administration (KILA) for the year 2009-10 is ready for distribution among the stakeholders and well wishers within and outside the State. On behalf of the General Council of KILA, I congratulate Prof. N. Ramakanthan, Director, KILA for making it a good document on the capacity building initiative of decentralization.

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 scenario of the state and has also benefited the common people in their day to day life. During the year 2009-10 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 programs and capacitated local governments to invest more resources and to achieve desired results. During the year 2009-10 particular successes have been attained in launching the Watershed based planning process. The training programs on Front Office Management 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 learning 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
President, General Council



FOREWORD

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KILA continued its growth trajectory during 2009-10 as well. It initiated several steps supportive of the institutionalization process. These include development of a draft framework for office management in Village Panchayats, developing instructions for making the front offices of Village Panchayats instruments of improving public service delivery, preparation of database for SC/ST households and habitats and so on.

KILA also initiated preparation for the challenging task of training of elected functionaries within first three months of their assumption of office in 2010-11 including design of high quality training materials.

KILA was involved in various national fora and contributed significantly to capacity building policies and efforts of other States as well as Government of India.

In addition to continuing these activities, KILA now needs to focus on evidence-based policy research in matters related to decentralization as well as handhold the newly elected Local Governments to improve their planning and implementation capacity with focus on improved public service delivery and human development.

S.M. Vijayanand
Additional Chief Secretary (LSG)
& Chairman Executive Council, KILA



PREFACE

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 2009-10, the training and capacity building activities of KILA were focused on enhancing the quality of local level planning, developing a Management Information System (MIS) for effective monitoring and evaluation of the planning process at the grass roots level and introducing watershed based planning. Partnering with Local Government Associations, meaningful capacity building efforts have



governments. Supporting local governments for inclusive development and social justice is another important responsibility mandated to KILA. During 2009-10, 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 2009-10 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 2009-10 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 2009-10, 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), Kudumbashree Mission and National Rural Employment Guarantee Mission (NREGS). 2009-10 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 Sri.S.M.Vijayanand, Principal Secretary, Local-Self Government Department and Chairman of KILA General Council as well as 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 pro-active 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 2009-10. I 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 look forward to their continued support and guidance.

N. Ramakantan
Director



ABOUT KILA



History

Kerala Institute of Local Administration (KILA), the lead institution in capacity building of local governments in Kerala, 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 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 Urban Poverty Alleviation (MoHUPA), Government of India, has

designated it as a National Resource Centre for Community Participation and Decentralized Planning. The year 2009-2010, 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 indeed 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 Panchayat 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 Skills
- Community Participation and Social Accountability
- HIV/AIDS-related interventions by local governments
- Data Based Planning for Human Development
- Asset Mapping and Management of Assets

General Council

The General Council (GC), 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 (EC), composed of the 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; and
- 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.

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.

- Research Advisory Committee
- Training Advisory Committee
- Library Advisory Committee
- Grievance Redressal Committee
- Monitoring Committee for Public Works

Guest Faculty

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.

Help Desk

A Help Line System has been functioning at KILA for helping the Local Government Institutions in the State. It provides concurrent support for effective plan formulation, implementation and monitoring of the LSGIs and to provide facilitative support for good governance by local governments. The objectives of the Help Desk are: (1) to create data base in selected areas of decentralization; (2) to create a platform for clearance of doubts and trouble shooting; (3) to document the innovative practices of local governments and disseminate the same; (4) to bring together the findings of various research institutions and nodal institutions in the areas relating to decentralization; (5) to bring together the experts for strengthening the decentralization process; and (6) to record and register the doubts and questions raised by local government functionaries and send the questions and answers to KILA for publishing the answers in 'Frequently Asked Questions' (FAQs). The Help Desk team consists of a pool of 6-7 experts who are conversant with the rules and regulations of decentralised planning. All the faculties of KILA are also associated with the Help Desk activities. A consultant is put in charge of the Cell for co-coordinating the activities related to the Helpline. Telephone numbers of the Helpline and members of the Cell are notified. The stakeholders can ring up any time for getting doubts cleared. Online answers and clarifications are regularly given. Requests for written answers are readily complied with.



Capacity Building Programs During 2009-10 at a Glance

S.No.	Theme/Sector	No. of Programs	No. of Participants
1	Panchayat Administration and Governance	217	16565
2	Financial Management	43	1740
3	Decentralized Planning and Local Development	454	30416
4	Gender and Development	16	2374
5	Local Economic Development	4	339
6	Development of Marginalized Communities	69	6742
7	NRM and Sustainable Development	60	2283
8	Social Accountability and Local Governance	81	6420
9	Urban Governance	31	1051
10	Development of Instructional Skills of Trainers	15	860
11	Prevention of HIV	76	3139
12	National Programs	34	938
13	State level Workshops	15	759
14	National Workshops	4	229
15	Institutional Management	6	102
16	Institutional Support Program	9	370
17	Student Extension and Research Program	18	499
18	External Programs	55	3684
	Total	1197	95939

In addition to these regular programs, KILA was also involved in a number of other activities and engagements, including, exposure visits, consultation, attending programs conducted by other institutions, study, research, documentation and publication.



PROGRAMME HIGHLIGHTS

Nearly one lakh participants have benefited from programs numbering close to 1200. Though each program has its relevance and unique features, it is not possible to report them all in the confines of a few pages. Hence we are limiting our presentation to the gist of some of the salient programs.

ToT Programme on Project Formulation

Training of Trainers (ToT) Programme on Project Formulation was conducted for the benefit of the faculty team for effective imparting of training for the members of the Working Groups in housing, social security, woman and child development, scheduled caste/scheduled tribes sectors. More than 300 extension faculty members from the 14 districts of the state attended the program conducted during 18-19 June 2009 at KILA. The main objective of the training was to equip the members of the Working Groups with the skills necessary for formulating need-based as well as technically viable and socially feasible projects in accordance with the guidelines and priorities set by the government. The content of the sessions included topics such as:

- Eleventh Five Year Plan: Macro Level
- Developmental Priorities
- Working Group Functioning

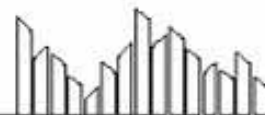
- Sectoral Approaches in Strategic Planning - Vision Setting , Strategy Formulation and Programme Planning
- Projects Formulation and Measurement of Outcomes
- Project Appraisal and Tool for Evaluation
- Action Plan Preparation for Training Implementation

Returning from the ToT, the trained trainers imparted training to more than 40,000 members of Working Groups in different sectors at the district and sub-district level training programmes.

ToT Programme for SC Habitat Survey

This program was conducted to train a pool of potential trainers for facilitating the training programmes for the survey team to conduct a detailed survey of SC habitats. The two-day state level ToT, conducted at KILA in July 2009 was attended by 95 prospective leading investigators. The state level training was followed by district level training for enumerators, facilitators, Scheduled Caste Development Officers and Extension Officers. A total of 2839 persons attended these trainings conducted in 31 batches at district level centers. The ToT programme enhanced the confidence level of the trainers to implement the cutting edge level training of the survey team and to internalize the SC habitat survey schedule prepared by KILA.





ToT Programme for SC Promoters Training

The two-day state level ToT Programme conducted at KILA in December 2009, for the Officers of SC Development Department and KILA Extension Faculty members was aimed at enhancing the capacity of faculty members for conducting the training of SC Promoters at District level. This was followed by two-day trainings for SC Promoters, newly appointed by the SC Development Department, at various centers in the districts. The training was aimed at improving the working efficiency of SC promoters. A total of 1201 SC Promoters attended the programs conducted in 11 batches.

ToT Programme on Mahatma Gandhi NREGS

The Mahatma Gandhi NREGS has provided an opportunity to the Panchayats to make use of substantial amount of funds for undertaking development activities at the local level. But due to factors, such as lack of awareness and motivation, the local bodies have not been able to make full use of the resources. This motivated the Government to provide training to the Grama Panchayat Secretaries. KILA was entrusted with the task of conducting the training in 7 districts. As a prelude to this massive undertaking, KILA conducted a two-day ToT Programme in November 2010. The topics included:

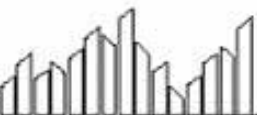
- ▶ National Rural Employment Guarantee Scheme- Rules and Guidelines
- ▶ Planning and Implementation Procedures of MNREGS
- ▶ Identifying issues related to Implementation of MNREGS
- ▶ Social Audit-Procedures and Action Taken Report Preparation
- ▶ Procedures for Preparation of the Watershed Master Plan
- ▶ Preparation of Agriculture Calendar, Labour Budget and Process of establishing Labour Bank
- ▶ Action Plan Preparation for Training Implementation

ToT Programme on HIV/AIDS for PRI Functionaries

In association with the IEC and Mainstreaming programs of Kerala State AIDS Control Society, KILA conducted a series of ToT Programmes on HIV/AIDS for the benefit of key PRI functionaries. These programs were attended by persons from different fields, such as professional experts of the state HIV Prevention Program, officials from Health Department and members of KILA Extension Faculty. A total of 87 Master Trainers benefited from the programs. The ToT Programme was followed by Block level and Panchayat level trainings benefiting a total of 3026 persons. The topics included:

- Basics of HIV/AIDS: Nature, Causes, Prevention
- Human and Developmental Dimensions of HIV/AIDS
- Govt. Schemes for Containing HIV/AIDS
- Role of LSGIs in Containing HIV/AIDS
- Action Planning for Training Implementation





Pre-Service Training for Accountants of Panchayats

The Government of Kerala have created a separate cadre of Accountants in each Panchayat to provide effective human resource support in the financial management of Panchayats. With a view to improving the accounting procedures and book keeping in Panchayats, a two week induction training program was conducted for the benefit of the newly recruited Panchayat accountants. As many as 1227 newly appointed accountants, in 26 batches, attended the training. The topics included:

- Decentralization in Kerala and Initiatives for Financial Decentralization



- Accounting Principles and Procedures
- Panchayat Accounting System
- Roles and Responsibilities of Accountants of Panchayats
- Kerala Financial Code
- Kerala Treasury Code
- Preparation and Scrutiny of Bills
- Receipts and Payments of Panchayats
- Budget Formulation and Budgetary Control
- Preparation of Annual Financial Statement
- Books of Accounts and Book Keeping
- Office Management and Administration
- Preparing Statements and Balance Sheets

Pre-Service Training for Ministerial Staff

Panchayat ministerial staff play an important role in the day to day administration and effective delivery of services in the Panchayats. The newly recruited staff have no notion about the way Panchayats function. The pre-service training organized for the ministerial staff of Grama Panchayats was meant to address this need. The program was attended by 63 ministerial staff members in 4 batches. The topics included:

- Decentralization and Transformation in Local Governance
- Kerala Panchayat Raj Act and Rules
- Panchayat Administration and Effective Service Delivery
- Mandatory Responsibilities of Panchayats
- Allied Acts and Rules Relevant to Panchayat Administration
- Roles and Responsibilities of Ministerial Staff
- Office Management and Citizen Friendliness

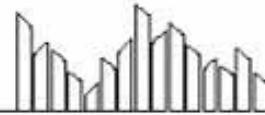
Induction Training for Newly Appointed LDCs

With a view to introducing the functioning of local governments and the roles and responsibilities of the staff to the newly appointed lower division clerks, induction trainings were conducted in 6 centers for the benefit of 392 LDCs in 7 batches. The topics included:

- Decentralization and the 73rd and 74th Constitutional Amendments
- Kerala Panchayat Raj Act and Rules
- Decentralized Governance and Panchayat Administration
- Roles and Responsibilities of LDCs
- Collective Responsibility and Team Spirit

Training for Improving Effectiveness of Office Management

Office is the brain of organizations. The way office is managed not only reflects the state of affairs in the organization, but has serious implications on its effectiveness. This was the rationale behind the training organized by KILA on improvement of office management in Panchayats. The program was attended by a



colossal number of 7737 office staff in 160 batches. The topics included:

- Decentralization and Transformation of Panchayat Administration
- Good Governance and Panchayat Administration
- Functions and Structure of Panchayat Office
- Effective Documentation and Filing System
- Roles and Responsibilities of Staff
- Collective Responsibility and Team Spirit
- Communication and Coordination

Grama Sabha Facilitators Training

Grama Sabha is the forum for direct democracy. Though Grama Sabhas have been given some powers, its overall performance has been quite dismal. It is clear that unless the Grama Sabhas are strengthened, the goals of decentralization will never be realized. This was the simple logic behind the training for the Grama Sabha Facilitators. Two facilitators from each ward were democratically selected and given training. These in turn would impart training to the other Grama Sabha members in their areas. The main topics of the training included:

- Democratic Decentralization
- Role and Functions of Grama Sabha
- People's Planning
- Priorities of 11th Plan
- Convening and Conducting Grama Sabha Meetings

A total of 6158 Grama Sabha Facilitators from all the 14 districts benefited from the training.

Training on Front-Office Management

One of the priorities of the 11th Plan is good governance. The setting up of front-offices in LSGIs was based on this vision. Efforts were initiated by the government for ensuring that the citizens receive timely and equitable services and that conditions are created in the Panchayats for orderly service delivery. It was against this background that KILA took the initiative to conduct trainings on front office management. In

31 separate batches as many as 7882 LSGI office staff participated in the training. The topics included:

- Right of the Citizens for Good Governance
- Vision behind the Front-office Arrangement
- Communication with the Public
- Right to Information
- Roles and Responsibilities of Staff at the Front-office





Training for Employees in Supernumerary Vacancies

The superannuation date of the employees and teachers in the state has been unified by the Govt. The Govt. has also decided to post employees in the vacancies caused by the unification of retirement age by creating supernumerary posts. It was also announced that the services of employees in the supernumerary posts in various departments would be made available to the LSGs, till 31st March 2010. With a view to reaping maximum benefits from this arrangement, a training was conducted for the benefit of the employees in the supernumerary posts. The topics of the training included:

- Decentralization and LSGs
- Panchayat Governance System
- Services rendered by the Panchayats
- Roles and Responsibilities of Employees
- Social Security Programs
- Kudumbasree and Women Empowerment

A total of 347 employees participated in the trainings conducted in 3 batches from February to March 2009.

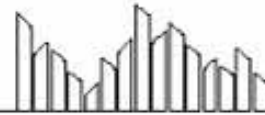
State Level Training for Technical Group Members

Members of the State Level Technical Group (SLTG) are in charge of appraisal of projects proposed by District Panchayats and Corporations. It is important to improve and upgrade their knowledge and skill. This was the rationale behind the two-day state level training conducted at KILA during 5-6 August 2009. The topics included:

- Roles and Responsibilities of the Technical Group
- Work Methodology
- Roles and Responsibilities of District Panchayats and Corporations
- Changes in the Guidelines
- MIS and Working of Subject Groups
- Statistics Vetting and TAG Reports

Training on EMS Housing

A Technical Support Group (TSG) has been constituted at the state level for providing technical assistance to the beneficiaries of the EMS Housing Scheme from designing to the completion of the



house. With a view to providing orientation to the members of TSG, a specialized state level training was conducted, attended by 430 TSG members.

The topics included:

- Relevance and Nature of Low-cost Technology
- Guidelines of EMS Integrated Housing Scheme
- Monitoring System

Training for Welfare Standing Committee Members

The Welfare Standing Committees of the local governments play an important role in ensuring good governance and effective service delivery. The training conducted during June-July 2009 for the Committee members in batches of 20 participants, was aimed at improving their knowledge and skills for the effective fulfillment of their roles. The topics covered during the training included:

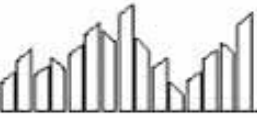
- Social Security and Welfare and Decentralized Governance
- Service Delivery and Good Governance
- SC and ST Development
- Development of Women & Children
- Poverty Reduction, Improving Health and Sanitation
- Institutional Management

- Gender and Development
- Resource Mobilization for Welfare Activities

Training on Gender & Human Development

Development, viewed from the human development perspective, is the process of removing the obstacles faced in life, such as lack of income, illiteracy, ill health, lack of resources, lack of capacities or lack of civil and political freedom. Therefore, there is the necessity of a shift of development approach from Gross Domestic Product approach to Human Development approach, so that real human resource endowment is possible at the local level. Gender Development approaches have been integrated as one of the leading components of human development, since 1995. This is a significant milestone for giving directions to the already existing gender development and gender mainstreaming efforts at global, national and local levels. The formulation and implementation of gender sensitive programs at the local Government level will give a new dimension to gender mainstreaming efforts. It was in this context that a training on Gender & Human Development was designed and conducted. The participants of this three-day





program, organized jointly by Kerala State Planning Board and KILA and conducted in December 2009, included the Women Presidents, Welfare & Development Standing Committee Chairpersons, Lady Village Extension Officers/ Village Extension Officers, ICDS Supervisors, Health Inspectors/Junior Health Inspectors and LD Compilers of Statistics Department. The program was attended by 55 participants. The topics included:

- Human Development Perspective and Approach
- Human Development Report and Index
- Methods of Computing Human Development Index
- Gender Dimensions of Human Development
- Integration of Gender Dimension in Approaches to Local Planning
- Gender Planning, Gender Budgeting And Gender Auditing

Training for Watershed Master Plan Preparation

Watershed-based development approach is gaining greater importance in the modern development planning process. The mainstream development approach, hitherto followed, has created widening gaps between conservation and utilization of natural resources. In the name

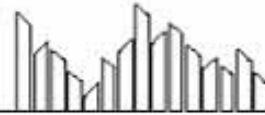
of development, forests are destroyed and rivers poisoned. Watershed Master Plans seek to restore the lost balance in nature and society. This was the context of the training for Watershed Master Plan Preparation, designed and conducted by KILA. The topics covered in the sessions included:

- Integrated and Sustainable Development of Kerala
- Importance of Resource Based Approach
- Watershed Based Development
- Master Plan Preparation

Interactive presentations, discussions and field visit were the methods used in the training. A total of 225 participants, in six batches, including members of the Technical Support Group of each district, consisting of Project Directors/Assistant Project Officers, Deputy Director from Agriculture and Animal Husbandry Departments, District Soil Survey Officers, District Mission Coordinators, Accredited Engineers, Joint Block Development Officers, Agriculture Officers, Mahatma Gandhi NREGS Overseers and volunteers, benefited from the training.

Training in Watershed Master Plan Preparation was given also to the members of the Watershed Working Groups at the Grama Panchayat level, who are the core players in the planning and implementation of development programmes at the community level as well as to the members of





the Block level Technical Advisory Groups. The training was focused on arriving at a standardized approach for the conservation of natural resources. As many as 35 training programs of 3-day duration were conducted for the benefit of 1677 participants.

Training on Local Fund Audit

The role of middle level managers is critical in ensuring the goals of Local Fund Audit. This is because the middle level managers form the major link between the heads of departments and the auditors. Hence they require audit management skills for effectively performing their task. Since the entire outcome of their activities is assessed on the basis of the reports prepared by the audit officers, the drafting standards of audit reports need to be improved. Also, in the context of computerised accounting system, in-depth knowledge in computerised accounting is essential. The five-day training in local fund auditing, benefited by 338 participants was KILA's response to the challenge. The Topics included:

- Role and responsibilities of Audit Officers
- Methods and procedures of auditing
- Sources and Utilisation of Funds
- Accrual-based Double Entry Accounting System of Municipalities
- Plan Guidelines
- Computer Software on Double Entry Accounting
- Computer Application and Audit.
- Municipal Accounting Manual

Training on Connectivity Map

One of the key areas of infrastructure development in rural area is village roads. The village roads link the rural people with the outside world. Availability and condition of the roads is a reflection of the state of development of a village. Connectivity maps go a long way in ensuring proper monitoring of the roads. The two-day training designed by KILA was intended to impart skills for preparing connectivity maps. The topics covered during the training included:

- Purpose and Nature of Connectivity Map
- Mapping Techniques
- Action Plan for Preparing Maps

Up-gradation and Digitization of Asset Register

The Local Self Government Institutions own a variety of movable and immovable assets. However, there were no proper records of the assets held by the LSGs till 2005. Absence of proper records of assets held by the LSGs curtails the scope for asset management and their replacement. The funds of the LSGs, especially maintenance fund, can be effectively utilised only if there is a record keeping system for assets. There were certain anomalies and errors in the asset registers prepared in 2005. To correct these and up-date the register, digitalization was proposed. This was the background for the pilot training on up-gradation and digitization of Asset Register in Sreekondapuram GP in Kannur district and Kannur Municipality. The experience gained was useful for formulating guidelines for





digitization of Asset Registers in other LSGIs in Kerala.

Urban Governance Reforms and Development Plans

A two-day training was imparted to the Urban Local Body functionaries on urban governance reforms and the preparation and implementation of development plans. The program was attended by 52 participants, including Chairperson, Vice-Chairperson and Secretaries of the urban local bodies. Topics covered during the training included:

- Salient features of Urban Governance Reforms
- Project Implementation in Urban Local Bodies: Issues and Solutions
- Effective Project Formulation and Implementation

Training on Effective Office Management for ULB Officials

With a view to enabling the ministerial staff of the Trissur Corporation to improve their efficiency in their activities, particularly those related to interface with the public, three training programs were conducted in July and August 2009. The program was attended by 102 participants. The topics included:

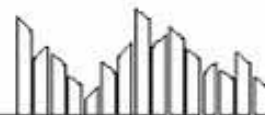
- People-friendly Urban Local Bodies
- Right to Information and Urban Governance
- Human Resource Development and Services

- Office Administration and Front-office Management
- Integration of Centrally-Sponsored and State-Sponsored Schemes
- Resource Mobilization of Urban Local Bodies
- Resource Mobilization of Local Bodies
- Meetings and Decision-making

Training for HUDCO Regional Office Functionaries

A three-day training was conducted at KILA from 8 to 10 September 2009 for HUDCO office functionaries from Bangalore, Hyderabad, Chennai and Thiruvananthapuram. The objectives included promoting holistic human resource development, developing a sense of belonging and ownership in office dealings and helping create a positive work environment. The program was attended by 70 delegates from all the southern states. The topics for discussion included:

- Leadership and Motivation Development
- Positive Attitude and Interpersonal Skills
- Time Management-Identifying New Frontiers
- Working Together: Team Building and Effective Communication in Organizations
- Life Style Diseases and their Prevention
- Art of Good Living: Work-Life Balance
- Office Management: HUDCO Procedures and Processes



Gender and Development Training for ULB Women Councillors

Empowering women is one of the basic concerns of decentralisation. While at the national level one-third reservation is provided for women, in Kerala, reservation has been hiked to fifty per cent. 'Kudumbashree', the poverty reduction programme of the state government, is led by women. Women elected representatives in ULBs can play very important roles for furthering development of women as well as local communities. A gender-sensitive approach to development is a prerequisite for sustainable development. These were the concerns behind the training on gender and development organized by KILA. A total of 130 ULB women representatives attended the trainings conducted in September and December 2009. The topics included:

- Gender Dimensions of Development
- Fundamentals of Gender Status Study
- Management of Women Component Plans
- Kudumbasree
- Jagratha Samithies (Vigilance Committees for Women's Security)
- Roles and Responsibilities of Councillors

Capacity Development Program on PMSA

With a view to enhancing the capacity of elected

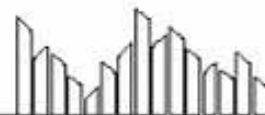
women representatives, Ministry of Panchayati Raj, Government of India, has initiated a program titled 'Panchayat Mahila Shakti Abhiyan' (PMSA) in the 11th Five Year Plan. KILA has been entrusted with the responsibility of promoting PMSA activities in Kerala. As part of this, a Core Committee of 23 members was formed. A draft Women's Charter for PMSA was formulated under the aegis of the Core Committee. This was modified and circulated among all elected women members.

A state level convention was held at KILA on 23 and 24 January 2010 for sharing of experience by women representatives as well as for the formation of the state level 'Panchayat Mahila Shakti Abhiyan' Association. The program was attended by 160 women elected leaders, mostly Presidents of Grama Panchayats and Block Panchayats. A 50-member team was nominated to the state level PMSA association. The state level convention was followed by District level conventions, attended by a total of 2150 elected women representatives.

Training on Double Entry System for ULB Accountants

Urban Local Bodies across the nation are switching over to more efficient accounting systems, such as the accrual-based double entry system. Based on the National Municipal Accounting Manual, Government of Kerala has





the field study in 60 local Governments spread over eight districts of Kerala.

Student Internship Programme

Internship in reputed institutions during the course is an important methodological addition in modern education. On the basis of this, some Post Graduate students of social sciences opt for KILA for their internship. A student from the Regional Centre of Sree Sankaracharya University at Tirur has completed his internship under the guidance of Dr.M.Retna Raj, Assistant Professor of KILA. The focus of his study was 'Child Development Programmes under Local Governments of Kerala'.

Workshop on Methodology for Effective Decentralized Training

During the past two years KILA had been concentrating on decentralized planning by the local governments in the state. With a view to identifying and developing appropriate methods and strategies for improving the effectiveness of the decentralized planning process, KILA conducted a consultation workshop for KILA faculty members and SRG members in April 2009. The main consensus that emerged from the discussions was that trainings should be based on themes identified and congruent with the local needs and situation. Other conclusions included:

- Conduct Evaluation on the Quality of Current Training Programs
- Identify Experts in different Subjects and make use of them as Resource Persons
- Focus on Natural Resource Management
- Introduce Replicable Models
- Along with the Agricultural Sector, give importance also to Micro-Enterprises

Workshop on Livestock Management and Economic Development

One of the objectives of the 11th plan is to ensure food security. Towards this, massive projects have been formulated and are being implemented.

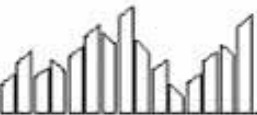
The success of these endeavors is dependent on purposeful cooperation and coordination between LSGIs and various agencies and departments. With a view to harnessing the potential of livestock and dairy management for local economic development, KILA organized a consultancy workshop, attended by livestock and dairy scientists and experts, departmental officials and office bearers of milk co-operatives, around the following themes:

- Importance of Animal Husbandry/Dairy Sector in the Local Development Planning of LSGIs
- Policy and Planning Measures to be taken for Achieving Productivity increase
- Livestock Management and Local Economic Development
- Feed and Fodder Cultivation
- Farmer-friendly Insurance Schemes
- Revision of Legislation for Prevention of Food Adulteration
- Prevention and Treatment of Animal Diseases
- Meat and Egg Production and Marketing

National Level Exposure Visits

KILA played host to 846 PRI delegates from other Indian states, who visited Kerala to learn from its experiments in institutionalizing the decentralization process. The delegates who visited KILA in 20 batches and participated in interactive sessions, experience sharing and visits to best practices through April 2009 to March 2010, included elected representatives of PRIs and ULBs, rural development officials, faculty members of training institutes, administrators, policy makers, social activists and NGO





members. The content of sessions included:

- 73rd and 74th Constitutional Amendments and Democratic Decentralisation in India
- Panchayat Raj System of India
- Participatory Planning and Development Experience of Kerala
- Eleventh Five Year Plan for the Local Governments of Kerala
- Programmes for Social Inclusion of Marginalised Sections of Kerala
- Tools for Transparency and Accountability in Local Governance
- Kudumbashree' (Women's Self-Help Group) initiatives for Gender Mainstreaming and Poverty Reduction in Kerala

International Exposure Visit

Motivated by the desire to learn from Kerala's rich experience in democratic decentralization and participatory poverty alleviation, a group of 17 foreign delegates, including elected representatives of local governments, faculty members of training institutes, policy makers and officials of UN agencies, made an exposure visit to KILA. They were interested to learn particularly from the Kerala experience in decentralized

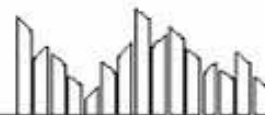
governance, local level planning and innovations in poverty alleviation.

National Seminars

A national seminar on 'Local Governance in India: Way Forward' was conducted jointly by KILA, Rajiv Gandhi National Institute of Youth (RGNIYD) and Solution Exchange of UNDP during 24-26 February 2009 at Rajiv Gandhi National Institute of Youth (RGNIYD) at Sreeperumpthur, Tamil Nadu. The main objective was to discuss the developments in decentralisation in the South Indian states, with special emphasis on the role of District Planning Committee (DPC). The program was attended by 55 delegates from Andhra Pradesh, Karnataka, Kerala, Pondichery and Tamil Nadu.

Another National Seminar was conducted during 26-28 May 2009 at Yashwantrao Chavan Academy of Development Administration (YASHADA), Pune, Maharashtra. The three-day national workshop was organised by KILA in association with YASHADA. The program was attended by 61 delegates from Gujarat, Chhattisgarh, Goa, Karnataka, Kerala, Madhya Pradesh, New Delhi and Rajasthan.





A third national seminar on the same theme was held during 7-9 July 2009

at A.N. Sinha Institute of Social Sciences, in association with National Institute of Rural Development (NIRD), Patna, Bihar. The 78 participants representing Andhra Pradesh, Bihar, Haryana, Himachal Pradesh, Jharkhand, Karnataka, Kerala, New Delhi, Orissa, Punjab, and Tamil Nadu included policy makers, elected representatives, officials, academicians, and social activists.

Yet another national seminar was held during 5-6 October 2009, at National Guwahati, Assam, in collaboration with National Institute of Rural Development (NIRD) and Solution Exchange of UNDP. The program was attended by 51 participants representing Assam, Manipur, Sikkim, Kerala, West Bengal, Meghalaya, New Delhi, Tripura, Mizoram and Karnataka.

The presentations included:

- Democratic Decentralisation in Different States
- Role of DPC in Different States
- Implementation of NREGS in Different States
- Emerging Issues of Local Governance and Decentralization in Different States

International Seminars and Training Srilanka

KILA, in association with Sri Lanka Institute of Local Governments (SILG), organised a three-day workshop during 12-14 October 2009 at Hotel Global Towers, Colombo, Sri Lanka. The objective of the workshop was to compare the experiences of Kerala and Sri Lanka in decentralisation and participatory planning and to formulate a strategy for strengthening decentralisation by means of mutual facilitative support. The workshop was attended by 45 participants representing academicians, resource persons, social activists, policy makers, and representatives of local governments. The topics included:

- Decentralisation in India
- Decentralisation in Sri Lanka
- Decentralisation in Kerala
- Capacity Building for Decentralisation

Participants from Kerala had the opportunity to visit local governments in Sri Lanka and interact with elected representatives and officials. A practical outcome of the seminar was the decision to foster collaboration between SILG and KILA for strengthening decentralisation.





Bangladesh

KILA in association with National Institute of Local Governments (NILG), Bangladesh, conducted a two-day workshop in Dhaka, Bangladesh, on 'Decentralisation and Local Government'. The objective was to provide a forum for sharing the experience of India and Bangladesh in decentralisation and local governance. The program was attended by 40 participants, consisting of academicians, policy makers, social activists, and representatives of local governments. The topics for discussion included:

- Decentralisation in India
- Decentralisation in Bangladesh
- Areas of Mutual Support

The workshop ended with the resolve to promote collaboration between the two countries.

Cambodia

KILA conducted a two-day workshop for the benefit of the officials of Cambodia. The objective was to provide a forum for sharing and seeking areas of collaboration between the two countries.

Consultancy

Three consultancy programmes were taken up:

- Household Survey of Coastal Wards in Thiruvananthapuram
- District Human Development Report for Kannur
- Preparation of National Level Panchayat Manual

National Policy on Older Persons

Ministry of Panchayat Raj, Govt. of India has entrusted KILA with the responsibility of preparing activity mapping, training module and manual for the implementation of National Policy on Older Persons. The assignment implied responsibilities such as:

- Preparation of activity mapping for the implementation of the National Policy on Older Persons
- Field visits for collecting details of activities carried out by Grama Panchayats in Kerala for the welfare of the aged
- Consultative workshop for the preparation and finalization of a module and manual for the training of local government functionaries for the implementation of the National Policy on Older Persons.



HIV/AIDS Policy Frame Work Development Program

Considering HIV/AIDS as a developmental issue, and realizing the need to mainstream the responses, an HIV/AIDS policy framework for the PRI level planning has been proposed. The objectives of the project include:

- To identify the barriers and issues towards the implementation of HIV/AIDS programmes at LSG level
- To develop an LSG level policy for the effective implementation of HIV/AIDS response
- To chart out preventive Programmes
- To ensure protection of the rights of those affected by HIV/AIDS
- To develop a frame work for planning at PRI level

The suggested methodology includes workshops, case study analysis and documentation. Expected outputs include a framework of guidelines for setting up LSG level HIV responses. The policy document emphasizes that addressing HIV issues is a mandatory function of the LSGs. The document can be used as a tool for capacity building of functionaries at multiple levels.

BACKWARD REGIONS GRANT FUND PROGRAMS

Government of India launched the Backward Regions Grant Fund Program (BRGF) in February 2007 as an innovative development initiative for addressing the persistent imbalances in development . BRGF covers 250 backward districts in 27 states. Two backward districts of Kerala, namely Wayanad and Palakkad, have been included in the backward districts. KILA was entrusted with the responsibility of conducting capacity building o programs for local government functionaries in participatory planning and to tackle the problems of backwardness in these districts. BRGF underlines

the importance of capacity building for effective planning at district and lower levels. Rs. 2 crore is earmarked for capacity building in these two districts. Based on the comprehensive capacity building framework developed by the Ministry of Panchayati Raj (MoPR), Government of India, KILA developed a perspective plan for capacity building of local governments in these two districts. As part of capacity building programs, systems have also been envisaged for providing hand holding support to Panchayat functionaries.

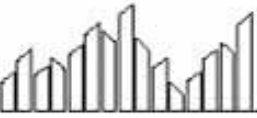
Capacity Building Strategy of BRGF

The capacity building strategy under GRGF was focused on identifying the issues of backwardness of as part of effort for integrating district plans into the Five Year Plans, Government of Kerala has decided to adopt a comprehensive capacity building strategy for the BRGF districts, which will help the local governments and the district planning committees to address the critical issues that still exist in the process of decentralized participatory planning. The core objective of this capacity building is to fill the gaps in the capacities of different functionaries to formulate plans for revitalization of agriculture and promotion of local economic development, based on the watershed-based development approach. It is also aimed at enhancing the quality of basic services provided by local governments and promoting the livelihood of the poor.

The watershed approach will enable the rural and urban governments to formulate local plans for increasing production and productivity in agriculture and 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.

KILA's capacity building initiatives as part of BRGF were focused on areas such as:

- Enhancing quality of local planning and ensuring participation of the community in development decision making
- Strengthening the primary production



sectors and promoting the livelihood of the poor

- Enhancing the quality of delivery of services and transforming administration of local governments
- Improving human development status of the Scheduled Castes (SC) and Schedules Tribes (ST)
- Strengthening the Standing Committee system of Panchayats and improving local governance
- Strengthening the institutional capacity of micro-level democratic structures of local governments





Major Capacity Building Programs under BRGF during 2009-2010

Sl No.	Program	Target group	No. of batches	No. of participants
1	Training on Project formulation-Palakkad and Wayanad	TAG members	11	786
2	Training in Planning-Palakkad and Wayanad	Working group members	17	2236
3	District level declaration program-Wayanad	LSGI staff and Elected Representatives	1	275
4	Training on front office management-Palakkad	LSGI Staff	1	320
5	Training on office management-Wayanad	LSGI staff	5	316
6	Training on EMS Housing work and shelter-Palakkad and Wayanad	LSGI staff and elected representatives	16	1509
7	Meeting of Help Desk Members	Help Desk members	1	15
	Helpline system	LSGI staff and elected reps	2	118
8	Publication of Panchayath Raj News Letter	LSG staff and elected reps	12 issues	4020 copies
9	Training on Grama Sabha	Grama Sabha Facilitators	65	6158





RASHTRIYA GRAMA SWARAJ YOJANA

The Ministry of Panchayati Raj (MoPR) is implementing the Rashtriya Gram Vikas 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 RSGY are:

- To sensitize the PRI functionaries on their role and responsibilities and for better implementation and monitoring of rural development programs at the local level
- To enhance the quality of participation of all stakeholders in local governance and to ensure transparent and effective functioning of Panchayats
- To enable the Panchayat functionaries to perform their duties more effectively and to make the PRIs more deliverable

The massive devolution of functions, functionaries, funds and freedom, achieved by Kerala, as part of the democratic decentralization process, has necessitated extensive capacity building for elected and official functionaries of local governments. It meant building the capacity of different functionaries of local governments to exercise the huge powers devolved to them and prepare local plans with people's participation. In order to facilitate this process, a mass movement

known as People's Plan Campaign (PPC) was launched. During the 9th Five Year Plan (2002-2007), with a view to institutionalizing the local planning process, the Kerala Development Program (KDP) was started. By consolidating the gains of decentralized planning and addressing the issues and challenges emerging from the experience of last 10 years, the government of Kerala has decided to re-launch the People's Plan Campaign during the 11th Five Year Plan (2007-2012). This has necessitated intensive capacity building programs for upgrading the capacity of the functionaries.

The capacity building programs were directed at the following objectives:

1. 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 the priorities of the Eleventh Plan.
2. Strengthening the technical skill and competence of government officials in preparing local plans and plans for quality service delivery and good governance
3. 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.





Major Programs under RSGY during 2009-2010

S.No	Program	Target Group	No. of Programs	Total No. of Participants
1	Training on good governance and financial management and accounting	Panchayat secretaries and accountants	26	1227
2	Training on Front Office management	Office staff	31	7882
3	Training on PRI management	newly appointed LDCs	7	392
4	Training on Office Management	Members of office staff	160	7737
5	Training of effective conduct of grama sabha	Grama sabha facilitators	60	6158

Workshop on Methodology for Effective Decentralized Training

During the past two years KILA had been concentrating on decentralized planning by the local governments in the state. With a view to identifying and developing appropriate methods and strategies for improving the effectiveness of the decentralized planning process, KILA conducted a consultation workshop for KILA faculty members and SRG members in April 2009. The main consensus that emerged from the discussions was that trainings should be based on themes identified and congruent with the local needs and situation. Other conclusions included:

- Conduct Evaluation on the Quality of Current Training Programs
- Identify Experts in different Subjects and make use of them as Resource Persons
- Focus on Natural Resource Management
- Introduce Replicable Models
- Along with the Agricultural Sector, give importance also to Micro-Enterprises

Research/Study

Total Social Security of Kodakara Panchayat

Even in Kerala, where social security issues have been fairly well attended to and vulnerable groups like orphans, handicapped, women, the aged, scheduled castes and scheduled tribes have guaranteed minimum level of social security, there are some outliers whose social security needs have not been adequately addressed. These are the destitute or absolutely poor and people facing physical and mental challenges. The existing schemes often fail to reach these sections. It was in this context that Kodakara Grama Panchayat in Trissur district decided to do a comprehensive study on the social security needs of the Panchayat. The responsibility of doing the study was entrusted with KILA. The study has been completed and a comprehensive report submitted to the Panchayat.



Preparation of Model Panchayat Manual

The Ministry of Panchayati Raj, Govt. of India has entrusted KILA with the responsibility of preparing a Model Panchayat Manual. The manual will have 25 chapters. The responsibility of drafting the Manual is shared among the members of the Expert Team. The draft was submitted to the Ministry in October 2009.

Comprehensive Survey of ST Communities

KILA has been chosen as the nodal agency for conducting the comprehensive survey of all ST communities in the state. The massive survey has objective of generating and providing basic data to the three tiers of Panchayat Raj Institutions, Govt. Departments, development agencies, tribal leaders and social activists for the preparation of Tribal Sub Plan during the 11th Five Year Plan period.. The Training of 4167 resource persons and members of the survey team has been completed and the survey is in progress.

Research Support

In response to the invitation of research proposals, KILA received 70 research proposals. An expert committee examined the proposals. After individual presentation and discussion before an expert committee 13 research proposals were commissioned. Mid-term review was conducted. Incorporating the expert suggestions, the researchers prepared the draft report. Based on the review of draft report, final report was prepared and submitted by the researchers incorporating the comments from the subject experts.

Publications

The 2009-10 period was marked by the publication of a large number of books and booklets on diverse aspects of local governance and development. While some were compilations of existing materials, others were the result of study and research. Barring two in English, all the publications were in Malayalam.

- 1 Panchayat Bharana Nirvahanam-1 (Panchayat Administration) : This 325 page book, the first in a series of four on the theme, is a compilation of the various orders and circulars issued by the government of Kerala with a view to making the Panchayat administration/management effective and easy.
- 2 Panchayat Bharana Nirvahanam -2 (Panchayat Administration) This 419 page book, second in the series, is a compilation of various orders and circulars issued by the state government for facilitating Panchayat administration.
- 3 Panchayat Bharana Nirvahanam -3 (Panchayat Administration) This 283 page book, third in the series, is a compilation of various orders and circulars issued by the state government for facilitating Panchayat administration.
- 4 Panchayat Bharana Nirvahanam -4 (Panchayat Administration) This 226 page book, fourth in the series, is a compilation of various orders and circulars issued by the state government for facilitating Panchayat administration.
- 5 Adhikara Vikendreekaranam, Sarakar Utharavukalum Sarcularukalum (Democratic Decentralization-orders and circulars issued by the government) Vol IV and V: This publication in two volumes is a reproduction of the orders and circulars, issued by the state government bearing specifically on democratic decentralization of power.
- 6 Grama Panchayathukalil Front office Samvidhana Erpeduthunnathinulla Marga Rekha (Guidelines for setting up front office in Grama Panchayats): This is a booklet containing instructions for setting up and operating the front office in Grama Panchayats.
- 7 Adhikaravikendreekaranathinoyulla Prof.M.A.Oommen Committee Suparsakal.



(Suggestions of the M.A.Oommen Committee for democratic decentralization of power). This booklet deals with the findings of an evaluation study conducted by a committee headed by Prof. M.A.Oommen, bearing on effective ways of promoting decentralization of power in the local governments.

- 8 Kudumbasree. This booklet is a collection of articles on the achievements and prospects of Kudumbasree.
- 9 EMS Bhavana Padhathi Sankethika Sahayi (The EMS housing scheme-a technical guide). This is a manual on the methods and technological applications of the EMS housing scheme of the Kerala government.
- 10 SC Promoter Marude Pravarthana Margarekha (Guidelines for the SC Promoters). This tiny booklet details the instructions for the SC Promoters.
- 11 Program Guide for People's Plan Campaign during the Eleventh Plan gives the details of the capacity building programs contemplated as a prelude to the launching of the People's Plan Campaign for the Eleventh Five Year Plan.
- 12 Thozhilum Veedum Janakeeya Campaign. This handbook provides essential information on the much talked about "Work and House" campaign program undertaken by the local governments with the slogan 'Work for all, house for all.
- 13 Bhakshyodpadana Meghalayile Chuvaduvaypukal (Initiatives in local food production). This 183 page book is the collection of case studies on the initiatives taken by the local governments to promote the cultivation of food crops, making use of the resources made available by the National Rural Employment Guarantee Scheme.
- 14 Office Managmentil Pariseelanam (Training in Office Management). This book

(166 pages) is an elaboration of the syllabus to be followed in the innovative training program on front office management.

- 15 Social Audit Guidelines for NREGS is a booklet detailing the philosophy and procedures of social audit to be conducted for the NREGS.
16. Panchayat Bharana Nirvahanam (Panchayat Administration). This booklet lists the services provided by the Panchayat and the procedures to be followed to avail of these services effectively and speedily.
- 16 Kshemakarya Standing Committiyum Sevana karyakshamathayum (The Standing Committee for Welfare and effective service delivery) deals with the roles and responsibilities of the Welfare Standing Committee.
- 17 Sarve Pravarthakarkulla Kaippusthakam (Manual for the survey investigators) deals with the objectives, methods and procedures of the survey for collecting data on SC families in the state.
- 18 Power Line Mapping Ghattam -1 (Power Line Mapping-Phase-1) This 112 page book gives detailed instructions on conducting power line mapping at the Panchayat level.
- 19 Calendar of Training Programs 2009-10 is a compilation of designs and plans of training programs contemplated by KILA during 2009-10.
- 20 Kerala- A Case Study of Classical Democratic Decentralization, authored by S.M.Vijayanand, I.A.S., Principal Secretary to Govt. Local Self-Government Department, Kerala, is an in-depth presentation of democratic decentralization in Kerala.
- 21 Reports of the findings of SC families survey
- 22 KILA News Letters 2009 April to 2010 March
- 23 Frequently Asked Questions and Answers (FAQs) -4 Volumes



Programs Participated by Faculty Members

Prof. N.Ramakantan, Director

Sl.No.	Programme	Date	Place
1.	Students Extension Programme Planning Workshop	3 April 2009	SCMS Cochin
2.	National Workshop on 'Participatory Planning, Social Audit and Urban Poverty Alleviation'	23-24 April 2009	Hotel Taj Residency, Cochin
3.	Presentation on 'Participatory Planning and Decentralization in Kerala' in the TOT Programme on Human Development	26-28 April 2009	College of Agriculture, Cooperation and Banking Institute, Pune
4.	Attended the Working Group Meeting of the Ministry of Panchayati Raj, Govt on Panchayati Raj Manual Preparation	11 May 2009	KILA, Trissur
5.	National workshop on "Decentralisation and Local Governance in India: The Way Forward"	26-28 May 2009	YASHADA, Pune
6.	Attended the National Workshop on 'Decentralization in India: Way Forward"	7-9 July 2009	NIRD Regional Campus, Patna
7.	Presentation on 'Participatory Planning and Decentralization in Kerala' in the TOT Programme on Human Development	17-18 July 2009	College of Agriculture, Cooperation and Banking Institute, Pune
8.	Attended the Review Meeting of the Govt-UNDP Project on "Capacity Building for Decentralized Governance"	20 July 2009	Ministry of Urban Development, New Delhi
9.	'Local Governance in India: Way Forward'	5-6 October 2009,	NIRD North Eastern Regional Centre, Guwahathy, Assam
10.	Decentralisation and Local Governance: Sharing of Experiences	14 - 16 October 2009	Colombo, Sri Lanka
11.	South Asia Workshop on "Decentralization and Local Governance"	8-10 December 2009	National Institute of Local Governance, Dhaka, Bangladesh
12.	PR Capacity Building and Training Business Meet organized by the MoPR	7 January 2010	Habitat Centre, New Delhi
13.	Key Note Address on the National Seminar on the "Changing Role of Bureaucracy- From Transactional to Transformational"	21 January 2010	Government College, Kottayam
14.	Inauguration of the Workshop on 'Leadership Skill Development Programme'	27 February 2010	Calicut Management Association, Calicut
15.	Attended the Review Meeting of the Ministry of Housing and Urban Poverty Alleviation	27 March 2010	Avis Hotel, Mumbai



Dr. Sunny George, Associate Professor

S.No.	Programme	Dates	Place
1	International Conference on 'Participatory Budgeting in Asia and Europe: Key challenges of Participation'	17-19 August 2009	Lakeview Hotel, 2 West Huan Cheng Road Hangzhou 310006, China
2	Executive Summer School Programme on "Leadership: Current Approaches to Leadership and Applications to Professional Development"	22-26 June 2009	London School Economics (LSE) London, U.K.
3	'Participatory Planning, Social Audit and Urban Poverty Alleviation'	23-24 April 2009	Taj Residency, Kochi
4	Decentralised Governance in India: Way Forward",	7-9 July 2009,	Patna, Bihar
5	'Local Governance in India: Way Forward'	5-6 October 2009,	Gwahathy, Assam
6	Decentralisation and Local Governance: Sharing of Experiences	14 October 2009	Colombo, Sri Lanka
7	National Level Training for Programme Officers of State AIDS Control Societies	August 2009	Bangalore, Karnataka
8	National Level Training on MIS in Targeted Intervention Projects	December 2009	Bangalore, Karnataka



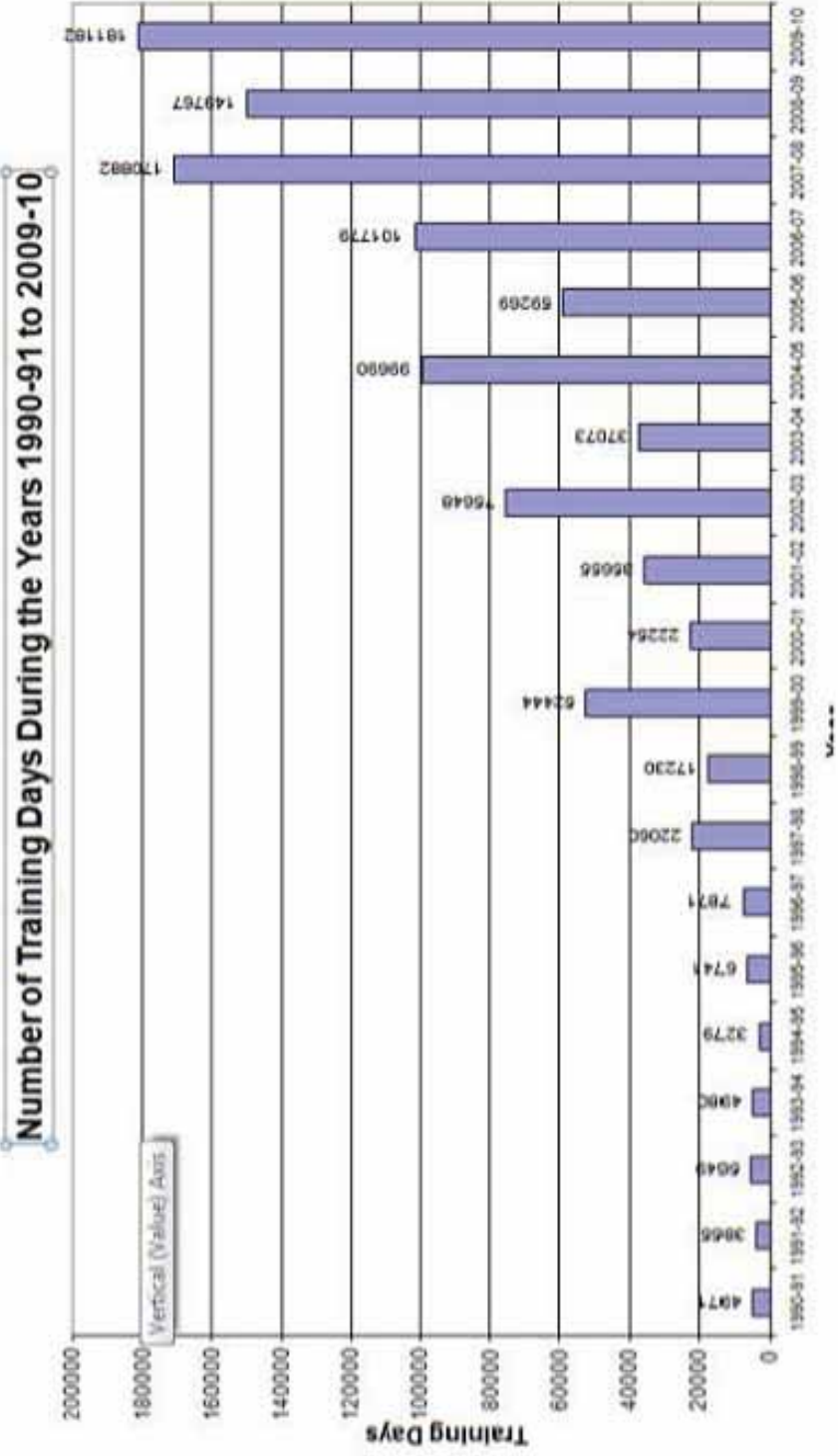


Dr.M.Retnaraj, Assistant Professor

1	International experience sharing workshop	12-14 October 2009.	Colombo, Srilanka
2	international course on "Gender and Local Governance"	1-15 September 2009.	MCTC, Haifa, Israel
3	ToT Programme on "Capacity Assessment"	17-27 August 2009.	Raipur, Chhattisgarh
4	"HIV/AIDS: scope for intervention of Local Governments"	22-23 July 2009.	at Kavaratty Lakshadweep
5	"Leadership: Current approaches to leadership and applications to professional development"	22-28 June 2009.	Executive Summer School, London School of Economics
6	National workshop on "Decentralisation in India"	26-28 May 2009	YASHADA, Pune
7	National workshop on "Urban Poverty"	23-24 April 2009	Kochi

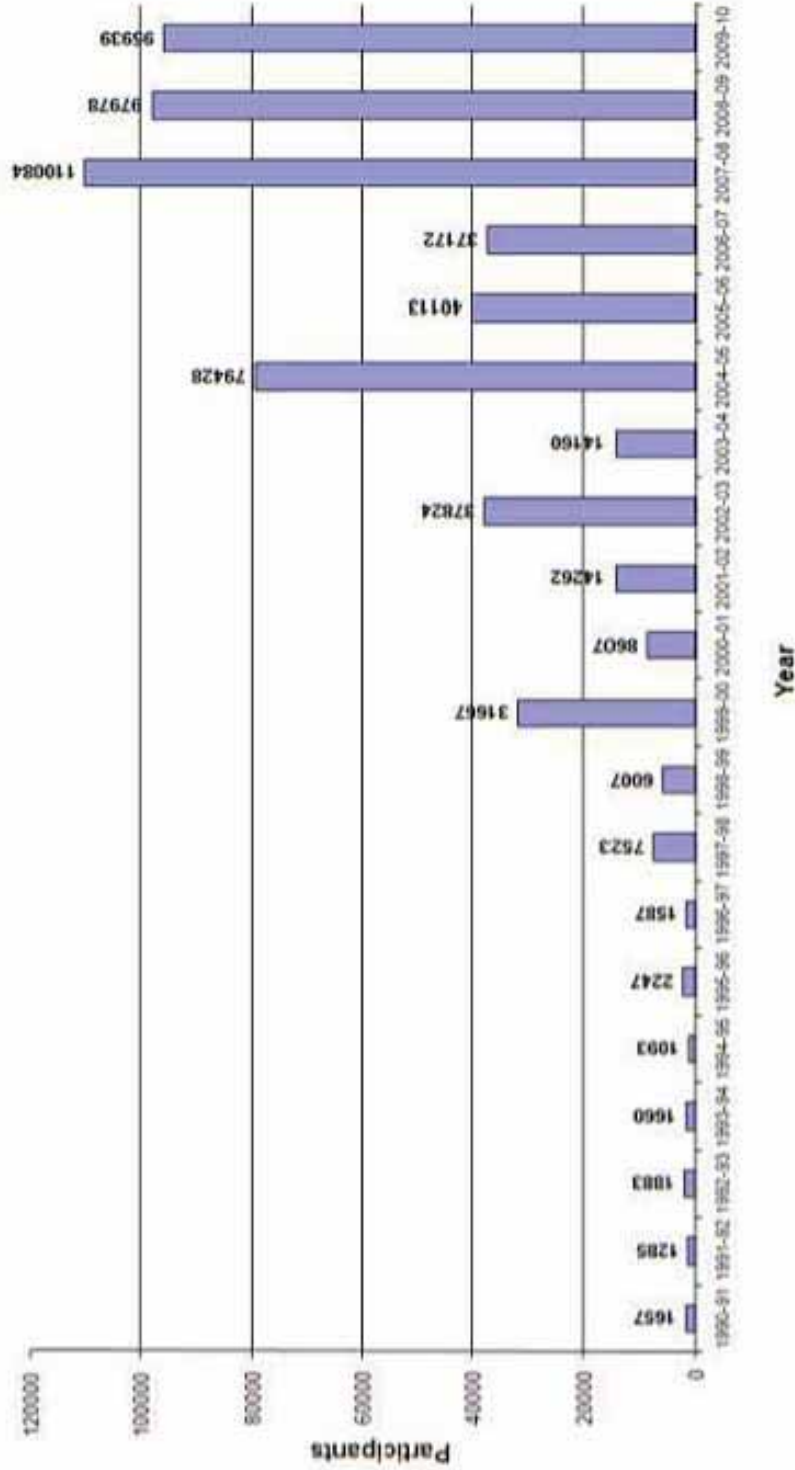
Dr. J.B.Rajan, Assistant Professor

1	International Course on Fiscal Decentralisation	6-24 July 2009	Georgia State University, Atlanta, USA.
2	Local Governance in India : The Way Forward	5-6 October 2009	NIRD North Eastern Regional Centre, Guwahati, Assam
3	International Workshop on Local Governance and Decentralization	8-9 December 2009	NILG Dhaka, Bangladesh
4	Workshop on SPSS	26 June 2009	University of Kerala, Trivandrum
5	Workshop on Local Government Budgets	30th October 2009	CBPS Trivandrum
6	DTS RT Development Programme	4-22 January 2010	IMG, Trivandrum



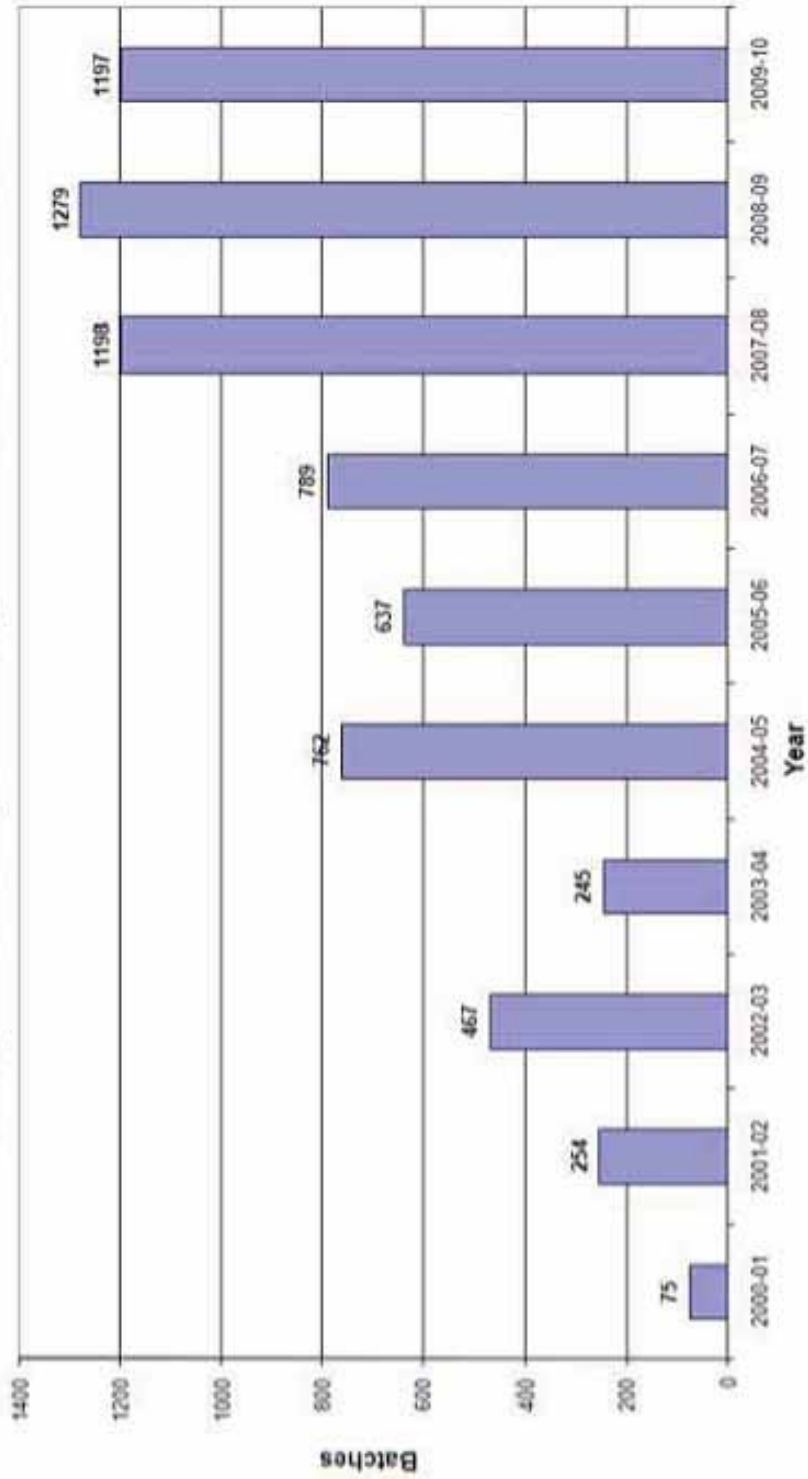


Number of Participants Trained During the Years 1990-91 to 2009-10





Training Conducted by KILA During the Years 2000-01 to 2009-10





CONCLUSION

The year 2009-10 has been eventful and productive for KILA in many ways. On the program front, the reporting period has witnessed quantitative as well as qualitative improvement in the capacity development of local governments. Innovations, such as the Green Kerala Express as a social reality show in local development practices and the experiential learning programme on good practices have added to the creative relevance of KILA. On the infrastructural development front, monumental achievement has been made in the completion of the new library building. The commencement of the construction of an International Guest House and a Child Care Centre for taking care of the children of women elected representatives are yet another land mark achievements during the year 2009-10. All told, KILA has lived up to its mission and commitment. A word of thanks to all who have contributed to KILA's success, achievement and progress.





1. KILA TEAM

President (General Council)

Sri. Palali Muhammed Kutty

{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

HUDCO Chair Professor

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. Lalithobhoi

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

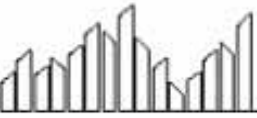
Smt. R. Girijadevi, Accounts Officer

Smt. M. Geetha, Section Officer

Sri. K.K. Babu, C.A. to the Director

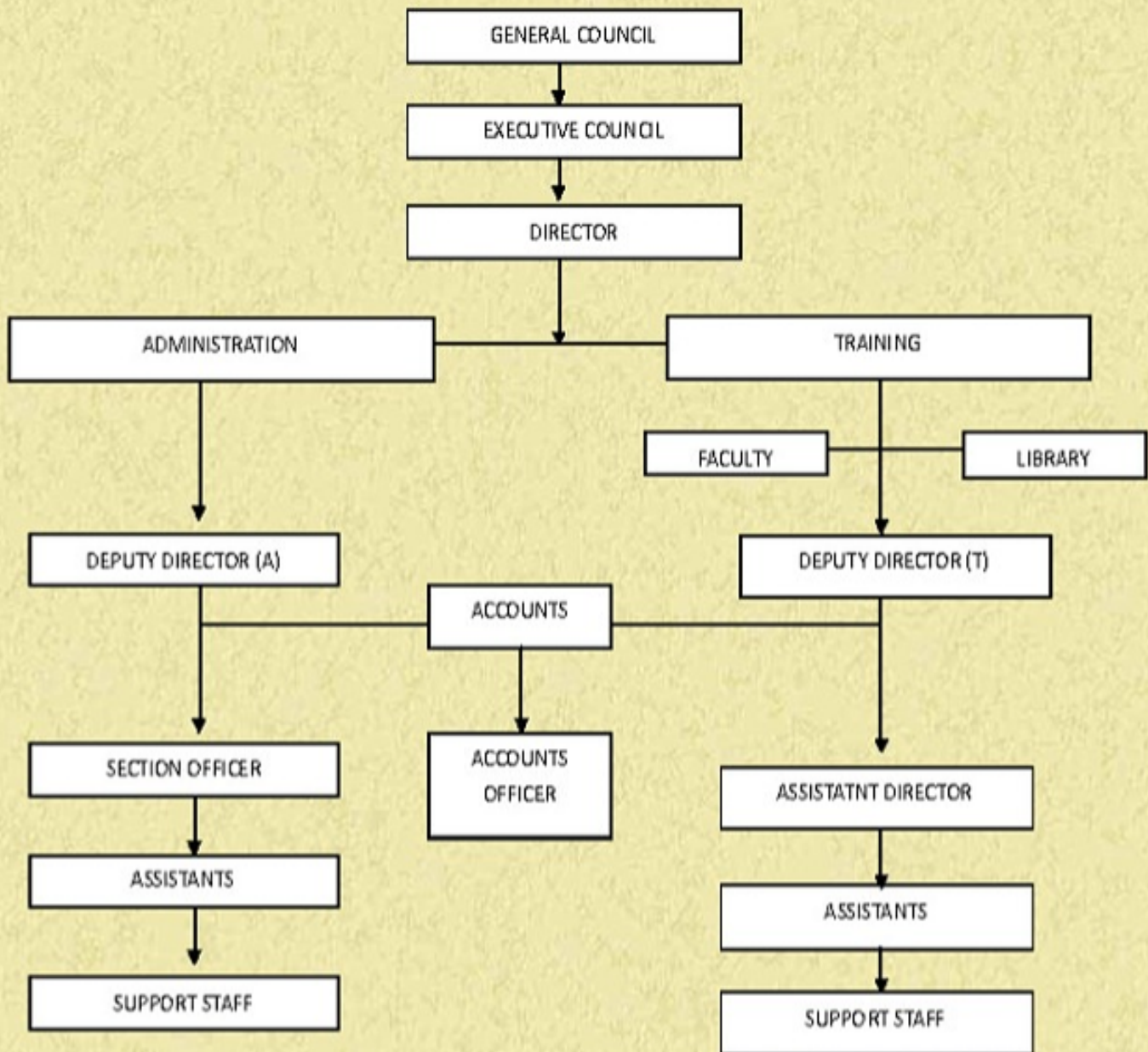
Sri. K.P. Unnikrishnan, Clerk

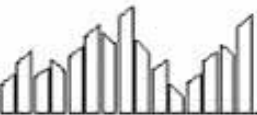
Sri. O.S. Mirash, Computer Programmer






KILA ORGANOGRAM







Audit Report 2009-10

**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.) AAHFK6244MST001

AUDITORS' REPORT

We have audited the Balance Sheet as at 31st March 2010 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.
4. *Subject to:*

Observations mentioned in Accounting policies and notes to and forming part of Accounts of Kerala Institute of Local Administration for the year ended 31-03-2010, we report that:

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 2010.
- ii. In the case of Income and Expenditure Account, of the excess of Income over Expenditure for the year ended 31st March 2010.

Place: Irinjalakuda
Date: 26-06-2010



*For K. VIJAYAKUMAR & CO.
Firm Reg. No. 0097125*

*K. VIJAYAKUMAR B.Com., F.C.A.
M. No. 20000 / 197125
CHARTERED ACCOUNTANTS*



K. VIJAYAKUMAR & CO.

CHARTERED ACCOUNTANTS

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

Office : 0480 2823535, Resi : 0480 2823636

e-mail : kv2823535@yafoo.co.in

Service Tax Code(Regn. No.) AAHFK624#MST001

**ACCOUNTING POLICIES AND NOTES TO AND FORMING PART OF
ACCOUNTS OF KERALA INSTITUTE OF LOCAL ADMINISTRATION
FOR THE YEAR ENDED 31ST MARCH 2010**

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. *Fixed Deposit:-*

Fixed Deposit Receipt of Canara Bank, Thrissur Branch, held under the caption 'Fixed Deposit – Corpus Fund SDC' in the Balance Sheet, is dated 06-04-2010. We are informed that the bank was given the instruction to transfer the fund received from SDC to the Fixed Deposit of KILA on 31-03-2010.

5. *Service Tax:-*

Service tax paid Rs.22,53,742/- during current year represents the service tax for the programmes conducted by outside agencies in KILA. These programmes fall under section 65(105)(zzc)- "Commercial Training or Coaching Services" of Finance Act 1994.

The Institute has paid Rs.18,09,494/- towards the service tax liability for the programmes conducted by outside agencies for the period 2005-06 to 30th September, 2009 in KILA.

6. *Observations :-*

a. Substantial portion of fund received by the institution for certain training programmes and projects still remains to be utilized. Details given as per Annexure I

b. Some of the major outstanding advances are remaining to be settled. These advances are to be settled at the earliest. Details given as per Annexure II

Place : Irinjalakuda

Date : 26-06-2010



For K. VIJAYAKUMAR & CO.
Firm Reg No. 0047125

K. VIJAYAKUMAR & Co., C.A.
M. No. 21100, IRINJALAKUDA
CHARTERED ACCOUNTANTS

**ANNEXURE I**

SL NO	PARICULARS	BALANCE AS ON 31-03-2010
1	PROJECT - S LINKS WITH TR. INST.	1,562,478.00
2	MGP-TNA PROJECT	143,910.00
3	MGP-CITIZEN REPORT CARD	716,176.00
4	MGP-RESOURCE MOBILISATION	829,821.00
5	AWARD - BEST PERFORMING PANCHAYATH	59,145,210.00
6	PROJECT - UNDP-NREGS-MODULE PREPARATION	1,028,242.00
7	PROJECT - VILLAGE RESOURCE EXPERT CENTRE-RSVY, WYANAD	120,000.00
	TOTAL	63,545,837.00

ANNEXURE II

SL NO	PARICULARS	BALANCE AS ON 31-03-2010
1	KERALA ELECTRICAL & ALLIED ENGG. CO LTD	2,503,783.00
2	Dr. P.K. MICHAEL THARAKAN	18,000.00
3	RAMAKRISHNAN. IAS	1,950.00
4	C-DIT	61,987.00
5	C M D	19,289.00
6	DI-BBF KOLLAM	10,224.00
7	DIRECTOR OF PANCHAYATHS	228,807.00
8	KUDUMBHASREE TRIVANDRUM	590,901.00
9	MEETING OF TASK FORCE ON LAND TENURE FOR URBAN POOR	125,838.00
10	NATIONAL INFORMATICS CENTRE	1,235,731.00
11	NSS PROG OFFICER KLM	65,290.00
12	NSS PROG OFFICER	60,020.00
13	PRAXIS	6,426.00
14	SRG ADVANCE	10,963,969.00
	TOTAL	15,892,215.00





KERALA INSTITUTE OF LOCAL ADMINISTRATION, THRISSUR

BALANCE SHEET AS AT 31-3-2010

LIABILITIES	Current Year 2009-10		Previous Year 2008-09	
	Rs.	Ps.	Rs.	Ps.
CAPITAL CONTRIBUTION (AS PER SCHEDULE - 1)	307,921,575.50		231,455,851.50	
CURRENT LIABILITIES (AS PER SCHEDULE - 2)	109,055,800.00		137,022,292.00	
OTHER LIABILITIES (AS PER SCHEDULE - 3)	583,021.00		628,036.00	
TOTAL	417,560,396.50		369,106,179.50	
ASSETS				
FIXED ASSETS (AS PER SCHEDULE - 4)	110,567,829.00		34,287,785.00	
CURRENT ASSET (AS PER SCHEDULE - 5)	256,189,946.20		288,056,102.70	
ADVANCES (AS PER SCHEDULE - 6)	22,368,487.00		18,290,053.00	
OTHER ASSETS (AS PER SCHEDULE - 7)	14,400.00		24,400.00	
EXCESS OF EXPENDITURE OVER INCOME (AS PER SCHEDULE - 8)	28,419,734.30		28,447,838.80	
TOTAL	417,560,396.50		369,106,179.50	

Place : Thrissur
Date : 26-06-2010

[Signature]
DIRECTOR
KERALA INSTITUTE OF LOCAL ADMINISTRATION
THRISSUR - 680 501

[Signature]
Accounts Officer

As per our report of even date attached.

Place : Irinjalakuda
Date : 26-06-2010



For E. VISWANATHAN & CO.
Firm Reg No. 001712 E

[Signature]
E. VISWANATHAN & Co., FCA
at No. 11/106, PULITHUR
CHARTERED ACCOUNTANTS



KERALA INSTITUTE OF LOCAL ADMINISTRATION, THRISSUR
SCHEDULES FORMING PART OF BALANCE SHEET AS AT 31-03-2010

LIABILITIES	CURRENT YEAR 2009-2010		PREVIOUS YEAR 2008-09	
	Rs.	Ps.	Rs.	Ps.
SCHEDULE - 1				
CAPITAL CONTRIBUTION				
CONTRIBUTION FROM MUNICIPALITY	810,000.00		810,000.00	
CONTRIBUTION FROM PANCHAYATH	18,836,500.00		18,836,500.00	
CORPUS FUND	35,428,869.00		30,338,242.00	
CORPUS FUND (BDC)	5,000,000.00		Nil	
GRANT FROM CENTRAL GOVERNMENT	80,834,644.00		26,300,000.00	
GRANT FROM STATE GOVERNMENT	167,011,562.50		155,171,109.50	
TOTAL	307,921,575.50		231,455,851.50	
SCHEDULE - 2				
CURRENT LIABILITIES				
SUNDRY CREDITORS (AS PER SUB-SCHEDULE - I)	36,611,249.00		22,648,644.00	
AWARD - BEST PERFORMING PANCHAYATH	59,145,210.00		59,145,210.00	
CENTRAL ASSISTANCE- EMPOWERMENT & ACCOUNTABILITY	Nil		34,716,312.00	
CENTRAL ASSISTANCE- TRAINING-RGSY*	Nil		936,298.00	
CENTRAL ASSISTANCE- TRAINING - ULBS	390,889.00		Nil	
DOCUMENTATION & TOT	595,000.00		595,000.00	
GRATUITY PAYABLE	783,554.00		698,703.00	
INTEREST PAYABLE ON TDS (AY 2009-10)	4,885.00		4,885.00	
MGP-CITIZEN REPORT CARD	716,176.00		722,716.00	
MGP-REPLICATION PROJECT	4,391,178.00		4,391,178.00	
MGP-RESOURCE MOBILISATION	829,821.00		844,821.00	
MGP-TNA PROJECT	143,910.00		183,910.00	
OUTSTANDING EXPENSES - (AS PER SUB-SCHEDULE - II)	922,355.00		386,995.00	
PERFORMANCE AUDIT-TRAINING	1,325,429.00		1,129,104.00	
TOWN PLANNING DEPARTMENT TRO	3,133,623.00		3,310,090.00	
COURSE FEE RECOVERED IN ADVANCE	5,600.00		Nil	
CAPDECK CONSOLIDATION PROJECT*	Nil		7,308,426.00	
TDS PAYABLE	4,768.00		Nil	
SERVICE TAX PAYABLE	52,153.00		Nil	
TOTAL	109,055,800.00		137,022,292.00	
SCHEDULE - 3				
OTHER LIABILITIES				
EARNEST MONEY DEPOSIT	32,844.00		32,844.00	
RETENTION MONEY	522,888.00		522,983.00	
SECURITY DEPOSIT	27,289.00		72,209.00	
TOTAL	583,021.00		628,036.00	

* The debit balances of current year are shown under sundry debtors





KERALA INSTITUTE OF LOCAL ADMINISTRATION, THRISSUR
SCHEDULE - 4: FIXED ASSETS STATEMENT AS ON 31-03-2010

ITEMS	RATE %	WORKS ON ADDITIONS				TOTAL	DEPRECIATION FOR THE YEAR 2009-2010	CLOSING WDV AS ON 31-MAR-2010
		1-APR-2009	UP TO 30/09/09	APR-2010	APR-2010			
ALUATORIUM	10	119,229.00	-	-	-	119,229.00	11,923.00	107,306.00
AIR CONDITIONER	15	246,648.00	-	-	-	246,648.00	36,997.00	209,651.00
ASSET RM-65	10	104,016.00	-	-	-	104,016.00	10,402.00	93,614.00
BIO-GAS PLANT	10	119,700.00	-	-	-	119,700.00	11,970.00	107,730.00
BUILDING*	10	3,965,569.00	-	-	-	3,965,569.00	368,557.00	3,479,012.00
RAIN WATER HARVESTING UNITS	10	901,427.00	-	-	-	901,427.00	90,143.00	811,284.00
COMPOUND WALL	10	53,801.00	-	-	-	53,801.00	5,380.00	48,421.00
COMPUTERS	60	1,390,963.00	1,379,150.00	696,200.00	-	3,466,313.00	1,870,928.00	1,595,385.00
ELECTRICAL FITTINGS	10	283,028.00	193,957.00	35,993.00	-	512,978.00	49,456.00	463,062.00
FIRE EXTRACATOR	15	4,241.00	-	-	-	4,241.00	638.00	3,603.00
FURNITURE & FITTINGS	10	1,713,101.00	1,600,811.00	170,064.00	-	3,484,066.00	339,868.00	3,144,110.00
INTERCOM	15	87,891.00	-	-	-	87,891.00	13,184.00	74,707.00
ITCH-BEN EQUIPMENT	15	107,487.00	82,463.00	-	-	189,950.00	28,491.00	161,459.00
LAND AT COAST	0	18,271,078.00	-	73,150,047.00	-	89,421,125.00	-	89,421,125.00
LCD PROJECTOR	15	346,800.00	-	702,900.00	-	1,049,700.00	104,738.00	944,962.00
LIBRARY BOOKS	15	2,531,337.00	155,354.00	200,547.00	-	3,287,238.00	478,045.00	2,809,193.00
MACHINERY	15	228,151.00	20,808.00	-	-	246,959.00	37,044.00	209,915.00
MOBILE PHONE	15	1,730.00	-	-	-	1,730.00	260.00	1,470.00
NAME BOARD	15	6,510.00	28,200.00	-	-	32,510.00	4,877.00	27,633.00
PHOTO COPIER	15	101,791.00	-	86,363.00	-	191,784.00	22,518.00	169,266.00
QUARTERS	10	577,730.00	-	-	-	577,730.00	57,773.00	519,957.00
STATUE	10	304,924.00	-	-	-	304,924.00	30,492.00	274,432.00
TELEVISION	15	308,416.00	-	-	-	308,416.00	46,262.00	262,154.00
TRAINING EQUIPMENTS	15	157,739.00	9,450.00	-	-	167,189.00	25,078.00	142,111.00
VEHICLE	15	450,186.00	1,227,259.00	-	-	1,677,445.00	251,517.00	1,425,928.00
TRUSS WORK IN PROGRESS	15	24,837.00	28,500.00	-	-	28,500.00	-	28,500.00
WATER HEATER	15	24,837.00	-	-	-	24,837.00	3,726.00	21,111.00
LIBRARY BUILDING (LANDER CONSTRUCTION)	0	125,282.00	-	778,030.00	-	903,312.00	-	903,312.00
PHASE DEVELOPMENT :-								
BUILDING ELECTRICAL FITTINGS FURNITURE & FITTINGS MACHINERY LIFT	10	3,062,964.00	-	-	-	3,062,964.00	309,299.00	2,753,665.00
	10	59,106.00	-	-	-	59,109.00	5,911.00	53,198.00
	10	233,058.00	-	-	-	233,058.00	23,306.00	209,752.00
	15	63,073.00	-	-	-	63,073.00	9,451.00	53,612.00
	15	7,935.00	-	-	-	7,935.00	1,191.00	6,744.00
TOTAL		34,287,785.00	4,723,341.00	75,823,764.00	-	114,834,890.00	4,267,661.00	110,567,229.00





KERALA INSTITUTE OF LOCAL ADMINISTRATION, THRISSUR
SCHEDULES FORMING PART OF BALANCE SHEET AS AT 31-03-2010

ASSETS	CURRENT YEAR 2009-2010		PREVIOUS YEAR 2008-09	
	Rs.	Ps.	Rs.	Ps.
SCHEDULE -5				
CURRENT ASSETS				
DEPOSITS - (AS PER SUB-SCHEDULE - III)	136,930,611.00		151,027,574.00	
SUNDRY DEBTORS (AS PER SUB-SCHEDULE - IV)	53,887,040.00		17,163,151.00	
CASH IN HAND		749.00		1,482.00
STAMP		345.00		42.00
BANK ACCOUNTS				
CANARA BANK A/C NO. 58840 RGF		Nil		1,123.00
CANARA BANK A/C NO. 187		Nil		3,420.20
CANARA BANK SB A/C 35194		1,379,560.50		6,141,035.50
DISTRICT TREASURY - PD ACCOUNT		44,773,459.00		39,711,526.00
DISTRICT TREASURY - TPA 890		40,729.00		15,057.00
INDIAN BANK SB A/C 13086-462111353		1,012,170.50		5,773,478.00
INDIAN BANK SB A/C 19066-AMLSGI		1,142,984.00		5,474,145.00
INDIAN BANK SB A/C 16337-HUDCO		23,371.00		6,016.00
INDIAN BANK A/C NO.758233681-PROJECT UNDP NREGS		1,112,854.00		1,074,903.00
INDIAN BANK A/C 778351056-PROJECT ST SURVEY		171,970.00		5,250.00
CANARA BANK SB A/C NO.37610		13,420.20		Nil
INDIAN BANK A/C NO.832938575-PROJ NREGS- TRAINING		187,512.00		Nil
INDIAN BANK A/C NO.861322417- PROJ SC- SURVEY		3,168.00		Nil
INDIAN BANK A/C NO.881050059-BROF VOL -II		17,037,176.00		Nil
INDIAN BANK A/C NO.846838609- T & M STUDY		4,310,109.00		Nil
CANARA BANK CAPDECK CONSOLIDATION		Nil		7,298,926.00
GRANT RECEIVABLE FROM STATE GOVERNMENT		935,000.00		41,150,000.00
INTEREST ACCRUED		777,719.00		777,478.00
LIC-GRATUITY FUND		783,554.00		698,703.00
PREPAID EXPENSES		13,187.00		29,535.00
TAX DEDUCTED AT SOURCE :-				
AY 2006-07		620,216.00		620,216.00
AY 2007-08		1,030,982.00		1,030,982.00
AY 2008-09		2,060.00		2,060.00
DEPOSIT FOR LAND (LA THABILDAR)		Nil		10,050,000.00
TOTAL	256,189,946.20		288,056,102.70	





KERALA INSTITUTE OF LOCAL ADMINISTRATION, THRISSUR
SCHEDULES FORMING PART OF BALANCE SHEET AS AT 31-03-2010

ASSETS	CURRENT YEAR 2009-2010		PREVIOUS YEAR 2008-09	
	Rs.	Ps.	Rs.	Ps.
SCHEDULE -6				
ADVANCES				
Dr. P.K. MICHAEL THARAKAN		18,000.00		18,000.00
JAYADEVAN S		Nil		99.00
JAYAN E.K		2,105.00		2,505.00
PRAXIS		6,426.00		6,426.00
RAMAKANTAN N (DIRECTOR)		2,183.00		4,681.00
RAMAKRISHNAN. IAS		1,950.00		1,950.00
SIANTHOSH K.S		500.00		472.00
MADANAMOHAN		13,870.00		Nil
RAJAN J B		15,570.00		Nil
FESTIVAL ADVANCE		3,000.00		Nil
SIRD, KOTTARAKKARA		2,658,362.00		482,560.00
SUNNY GEORGE		Nil		7,236.00
COSTFORD:-				
FOR LIBRARAY BUILDING		15,776,790.00		13,936,393.00
FOR TRUSS WORK		488,000.00		Nil
HUDCO/HSMI		375,000.00		323,000.00
KERALA ELECTRICAL & ALLIED ENGG. CO LTD		2,503,783.00		2,503,783.00
KERALA STATE AUDIO V&RC		500,000.00		1,000,000.00
UBHA.T.A		2,948.00		2,948.00
TOTAL		22,368,487.00		18,290,053.00
SCHEDULE -7				
OTHER ASSETS				
EARNEST MONEY DEPOSIT GAS CONNECTION		14,400.00		14,400.00
TELEPHONE DEPOSIT		Nil		10,000.00
TOTAL		14,400.00		24,400.00
SCHEDULE -8				
EXCESS OF EXPENDITURE OVER INCOME				
EXCESS OF EXPENDITURE OVER INCOME AS PER LAST BALANCE SHEET		28,447,838.80		29,784,977.80
LESS : EXCESS OF INCOME OVER EXPENDITURE		28,104.50		1,337,139.00
TOTAL		28,419,734.30		28,447,838.80





KERALA INSTITUTE OF LOCAL ADMINISTRATION, THRISSUR

SUB-SCHEDULES FORMING PART OF BALANCE SHEET AS AT 31-03-2010

CURRENT ASSETS	CURRENT YEAR 2009-2010
SUB-SCHEDULE - III	
DEPOSITS	
FIXED DEPOSIT DIST. TREASURY	48,539,600.00
FIXED DEPOSIT INDIAN BANK	10,651,043.00
FIXED DEPOSIT CANARA BANK (CORPUS FUND SDC)	5,000,000.00
TERM DEPOSIT WITH :-	
(I) INDIAN BANK , THRISSUR (AWARD - BEST PERFORMING PANCHAYATH)	59,145,210.00
(II) INDIAN BANK , THRISSUR (MGP-REPLIICATION PROJECT)	3,594,758.00
TOTAL	126,930,611.00
SUB-SCHEDULE - IV	
SUNDRY DEBTORS	
PROJECT-ST SURVEY	7,461,628.00
PROJECT-SC SURVEY	1,439,114.00
XI TH PLAN ADVANCES	1,373,916.00
CEO,BRAHMAGIRI DEVELOPMENT SOCIETY,WAYANAD	3,422.00
ANERT, THRISSUR	52,385.00
ASCI, HYDERABAD	180,000.00
PROJECT-MAHILA SAKTHI ABHIYAN	833,926.00
C-DIT	61,987.00
CENTRE FOR DEVELOPMENT STUDIES	4,905.00
PROJECT- PREPARATION OF MODEL PANCHAYATH MANUAL	8,191.00
PROJECT URBAN POVERTY ALLEVIATION	167,466.00
CENTRAL ASSISTANCE- TRAINING-ROSY	5,871,000.00
CAPDECK CONSOLIDATION PROJECT	1,844,237.00
DEPT OF URBAN AFFAIRS, TVM	56,589.00
C M D	19,289.00
CONVENOR,SLTG	23,789.00
DDP PATHANAMTHITTA	3,163.00
DDP TRIVANDRUM	60,599.00
DDP ERNAKULAM	116,780.00
DDP MALAPPURAM	610.00
DDP PALAKKAD	69,100.00
DDP THRISSUR	34,500.00
DDP WAYANAD	4,895.00
DEPARTMENT OF SALES TAX	56,738.00
DII-BBF KOLLAM	10,224.00
DII-BODHANA, PATHANAMTHITTA	10,246.00
DII-ETC, THALIPARAMBA	82,810.00
TOTAL C/F	19,851,509.00



**KERALA INSTITUTE OF LOCAL ADMINISTRATION, THRISSUR****SUB-SCHEDULES FORMING PART OF BALANCE SHEET AS AT 31-03-2010**

TOTAL C/F	19,851,509.00
DII-KANJANGAD BLOCK PANCHAYATH, KANJANGAD	15,378.00
DIRECTOR OF PANCHAYATHS	228,807.00
DIRECTOR-VHSE TRIVANDRUM	38,924.00
SECRETARY,KERALA SANGEETHA NATAKA ACADEMY	3,868.00
DIST. PANCHAYATH - THRISSUR	5,577.00
IKM, TRIVANDRUM	2,394,295.00
PAU,PATHANAMTHITTA	14,184.00
KERALA BUREAU OF INDUSTRIAL PROMOTION, TVM	5,624.00
KUDUMBHASREE, TVM	590,901.00
KUDUMBHASREE, THRISSUR	45,154.00
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
ATREE	11,009.00
COLLECTORATE, THRISSUR	51,200.00
COLLEGE OF ENGINEERING, TVM	20,000.00
CPWD, THRISSUR	16,589,600.00
DII-MIED MALAPPURAM	5,417.00
DII-YMCA ALUVA	6,032.00
DISTRICT CONVENOR - ALAPPEY (D. PRAKASAN)	55,192.00
DISTRICT CONVENOR - CALICUT (M. RAMADASAN)	80,000.00
DISTRICT CONVENOR - KOLLAM (R.SOMAN)	193,123.00
DISTRICT CONVENOR - PATHANAMTHITTA (K.M KURIYAN)	21,505.00
DISTRICT CONVENOR - ERNAKULAM (M.K DEVARAJAN)	38,000.00
DISTRICT CONVENOR - KANNUR (M. SURJITH)	13,755.00
DISTRICT CONVENOR - THRISSUR (K. RAMAKRISHNAN)	100,000.00
ELITE BREAD, ATHANI	4,260.00
IRMA	279,200.00
JOINT PROGRAMME Co-ORDINATOR - NREGS - PALAKKAD	75,076.00
KERALA STATE BIO DIVERSITY BOARD	17,302.00
KERAL STATE SPORTS COUNCIL	23,964.00
MUNICIPALITY OF KANNUR	10,000.00
NREGS MISSION, TVM	6,877.00
SAMARTHAN - CENTRE FOR DEVELOPMENT SUPPORT	78,046.00
SIUD, MYSOORE	9,992.00
SUBICSHA, KUNHAMMAD MASTER	84.00
SUDA, ORISSA	52,672.00
TPD, THRISSUR	8,329.00
VISIT OF CAMBODIAN TEAM	8,130.00
VISIT OF LAKSHADWEEP TEAM	121,408.00
VISIT OF TAMILNADU TEAM	22,965.00
YASHADA	198,761.00
NSS PROG OFFICER KLM	65,290.00
NSS PROG OFFICER	60,020.00
SRG ADVANCE	10,963,969.00
PROGRAMME CO-ORDINATOR SRD (VISIT OF WEST BENGAL TEAM)	88,266.00
TOTAL	53,887,040.00





KERALA INSTITUTE OF LOCAL ADMINISTRATION, THRISSUR
INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31ST MARCH 2010

INCOME	CURRENT YEAR 2009-10		PREVIOUS YEAR 2008-09	
	Rs.	Ps.	Rs.	Ps.
BY INCOME FROM TRAINING PROGRAMMES (AS PER ANNEXURE - A)	16,540,338.00		12,118,329.00	
* GRANT FROM GOVERNMENT - NON PLAN FUND	935,000.00		850,000.00	
* QUARTERS RENT	34,100.00		20,950.00	
* INTEREST FROM BANK	1,377,649.00		1,606,746.00	
* COURSE FEE - FINANCIAL MANAGEMENT	18,200.00		1,652,500.00	
* OTHER INCOME (AS PER ANNEXURE - B)	1,055,827.50		1,113,186.00	
TOTAL	19,961,114.50		17,361,721.00	
EXPENDITURE				
TO ADMINISTRATION EXPENSES - (AS PER ANNEXURE - C)	9,560,153.00		8,257,001.00	
* OFFICE EXPENSES - (AS PER ANNEXURE - D)	2,504,158.00		2,181,027.00	
* TRAINING EXPENSES - (AS PER ANNEXURE - E)	422,073.00		1,041,942.00	
* REPAIRS AND MAINTENANCE - (AS PER ANNEXURE - F)	787,519.00		806,021.00	
* OTHER EXPENSES - (AS PER ANNEXURE - G)	382,552.00		681,410.00	
* DEPRECIATION - (AS PER SCHEDULE - H)	4,267,061.00		3,057,181.00	
* SERVICE TAX PROOF RIDGE)	1,809,494.00		NIL	
* EXCESS OF INCOME OVER EXPENDITURE	28,104.50		1,337,139.00	
TOTAL	19,961,114.50		17,361,721.00	

Place : Thrissur
Date : 26-06-2010


 KERALA INSTITUTE OF LOCAL ADMINISTRATION
 THRISSUR - 680 561

Place : Irinjalakuda
Date : 26-06-2010

As per our report of even date attached.



For E. VIJAYAKUMAR & CO.
Mem Reg No. 0017125


E. VIJAYAKUMAR & CO., F.C.A.
M. No. 2108A, PARTNER
CHARTERED ACCOUNTANTS



KERALA INSTITUTE OF LOCAL ADMINISTRATION, THRISSUR
ANNEXURES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE
YEAR ENDED 31ST MARCH 2010

INCOME	Current Year 2009-10		Previous Year 2008-09	
	Rs.	Ps.	Rs.	Ps.
ANNEXURE - A				
INCOME FROM TRAINING PROGRAMMES				
ADMINISTRATIVE CHARGES COLLECTED	7,577,384.00		4,013,269.00	
FACULTY AND STAFF TIME	68,820.00		157,337.00	
RENT RECEIVED FROM :-				
TRAINING EQUIPMENTS	3,759,257.00		3,004,194.00	
ROOM	5,134,877.00		4,935,584.00	
GENERATOR	Nil		7,955.00	
TOTAL	16,540,338.00		12,118,339.00	
ANNEXURE - B				
OTHER INCOME				
DONATIONS	10,000.00		Nil	
RENT - EDII	72,600.00		71,500.00	
MISCELLANEOUS INCOME	973,227.50		1,041,686.00	
TOTAL	1,055,827.50		1,113,186.00	





KERALA INSTITUTE OF LOCAL ADMINISTRATION, THRISSUR
ANNEXURES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE
YEAR ENDED 31ST MARCH 2010

EXPENDITURE	Current Year 2009-10		Previous Year 2008-09	
	Rs.	Ps.	Rs.	Ps.
ANNEXURE - C				
ADMINISTRATIVE EXPENSES				
PAY AND ALLOWANCES	8,648,112.00		7,414,229.00	
TRAVELLING ALLOWANCES	373,974.00		332,881.00	
ADVERTISEMENT EXPENSES	51,041.00		127,674.00	
AUDIT FEE	30,000.00		23,500.00	
RATES AND TAXES	79,148.00		3,000.00	
SECURITY SERVICE CHARGES	377,878.00		355,717.00	
TOTAL	9,560,153.00		8,257,001.00	
ANNEXURE - D				
OFFICE EXPENSES				
MAINTENANCE - VEHICLES	317,751.00		415,753.00	
ELECTRICITY CHARGES	849,377.00		759,699.00	
MISCELLANEOUS EXPENSES	377,535.00		134,359.00	
POSTAGE	518,469.00		397,197.00	
PRINTING & STATIONERY	6,325.00		32,492.00	
TELEPHONE CHARGES	420,831.00		321,070.00	
BED SHEET & PILLOW COVER	Nil		114,465.00	
G.C. MEETING EXPENSES	13,870.00		4,764.00	
E.C. MEETING EXPENSES	Nil		1,228.00	
TOTAL	2,504,158.00		2,181,027.00	
ANNEXURE - E				
TRAINING EXPENSES				
HONORARIUM & T A	26,901.00		526,479.00	
MEDICINE TO GUEST HOUSE	4,910.00		4,593.00	
PHOTO CHARGES	47,615.00		22,547.00	
PRINTING & STATIONERY	178,719.00		175,343.00	
TRAINING EXPENSES - PROGRAMMES W/OFF	Nil		136,890.00	
TRAINING MATERIALS	43,021.00		21,076.00	
WASHING CHARGES	118,320.00		120,896.00	
FIELD VISIT EXPENSES	Nil		346.00	
VEHICLE CHARGES	2,587.00		33,772.00	
TOTAL	422,073.00		1,041,942.00	





KERALA INSTITUTE OF LOCAL ADMINISTRATION, THRISSUR				
ANNEXURES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31ST MARCH 2010				
EXPENDITURE	Current Year 2009-10		Previous Year 2008-09	
	Rs.	Ps.	Rs.	Ps.
ANNEXURE - F				
REPAIRS & MAINTENANCE				
CLEANING MATERIALS	50,435.00		27,303.00	
COMPUTER REPAIRS	220,826.00		292,282.00	
ELECTRICAL MAINTENANCE	86,783.00		57,551.00	
FURNITURE MAINTENANCE	Nil		18,649.00	
MACHINERY REPAIRS	279,806.00		358,480.00	
QUARTERS MAINTENANCE	3,400.00		9,366.00	
OTHERS	146,269.00		42,390.00	
TOTAL	787,519.00		806,021.00	
ANNEXURE - G				
OTHER EXPENSES				
BANK CHARGES	40,873.00		20,369.00	
COOLIE CHARGES	85,759.00		85,375.00	
DOCTOR'S REMUNERATION	72,000.00		63,250.00	
GARDEN MAINTENANCE	261,382.00		221,541.00	
INSPECTION FEE	7,885.00		16,460.00	
EXHIBITION	16,493.00		Nil	
INTERNET	Nil		4,136.00	
NEWS PAPER & PERIODICALS	85,251.00		49,712.00	
KILA DAY EXPENSES	Nil		174,307.00	
UNIFORM	10,215.00		42,490.00	
WATER CHARGES	2,694.00		3,770.00	
TOTAL	582,552.00		681,410.00	





KERALA INSTITUTE OF LOCAL ADMINISTRATION, THRISSUR
RECEIPT & PAYMENT ACCOUNT FOR THE YEAR 2009-2010

RECEIPTS			PAYMENTS		
Particulars	Current Year 2009-2010	Previous Year 2008-2009	Particulars	Current Year 2009-2010	Previous Year 2008-2009
OPENING BALANCE :-					
CRSI	1,224.00	11,000.00	Land Acquisition	61,106,047.00	30,000.00
GRS (including Deposits)	295,261,227.70	205,477,254.70	Addition to Fixed Assets	7,247,258.00	4,011,220.00
GRS - Capital & Consolidation Phase	7,298,705.00	2,125,350.00	Capital Building Accounts	27,947,308.00	7,291,244.00
Grant from State Govt. (New Plan 2008-09)	851,000.00		Repairs & Maintenance - Building	208,210.00	75,000.00
Grant from State Govt. (Plan 2008-09)	40,000,000.00		CRSI/GRS	1,846,207.00	4,802,001.00
Grant from State Govt. (Plan 2009-10)	90,210,000.00		GRS/CRSI/GRS/GRS/GRS	488,000.00	
Interest on Term Deposit (Award Fund)		2,301,740.00	CRSI - Thriassur	16,200,000.00	
Central Assistance - Training - 2009	5,871,290.00	5,271,100.00	Central Assistance - Training - 2009	12,478,298.00	4,124,802.00
Central Assistance - Equipment & Accessibility - Including Interest on Deposit	15,816,222.00	12,211,418.00	Project Integrated Development Prog.		14,276,950.00
Capital Contributions (Interest on Fixed Deposit - Corpus Fund and GIC corpus Fund)	10,981,027.00	2,204,200.00	Project - 2008/09 Initiatives	9,028,907.00	10,071,072.00
Project - 2008/09 Initiatives	20,000,000.00		Project - 2008/09 Initiatives	2,746,724.00	
Capital & Project	1,25,000.00		Capital & Project	1,25,000.00	
Capital & Consolidation Project - Grant from GIC (including Interest)	3,332,804.00	4,000,754.00	Capital & Consolidation Project	12,407,077.00	2,886,075.00
Performance Audit Prog	500,000.00		Performance Audit Prog	633,075.00	642,324.00
2008/09 / 2008	698,000.00	1,277,000.00	2008/09 / 2008	750,000.00	750,000.00
Dept. of Office Affairs	1,000,000.00	1,000,000.00	Dept. of Office Affairs	1,126,411.00	702,196.00
Procurement of Purchase		800,000.00	Procurement of Purchase	74,022.00	220,194.00
SRM Thriassur	20,194.00		SRM Thriassur	24,424.00	2,201,152.00
Subscriptions, Thriassur	60,260.00		Subscriptions, Thriassur	172,752.00	285,162.00
Interest on Bank	1,271,898.00	1,436,112.00	GIC - Security Fund	84,803.00	225,122.00
Project RRB/28 Prog	14,280,000.00		Project RRB/28 Prog	13,076,077.00	60,322.00
GIC - Security Fund		122,271.00	Security paid		122,131.00
Contract payable	80,801.00	102,800.00	Training to Town Planning Dept	176,867.00	1,510,100.00
Receipt from various Projects	11,762,960.00	14,276,143.00	Permits for various Projects	27,741,467.00	20,228,722.00
Course fee received as Advance	3,280.00		2009 - Kuttanadikam	2,170,803.00	
Course fee - Financial Management	18,280.00	1,021,400.00	Subsidies	22,200.00	7,272.00
Course fee - Collected	208,962.00	1,044,158.00	Income Tax - Paid	614,214.00	1,264,108.00
Sales Tax - Collected	24,220.00	120,047.00	Sales Tax - Paid	24,125.00	120,047.00
Workshop Wides Fund	47,227.00	30,227.00	Workshop Wides Fund	47,227.00	30,227.00
Profession Tax	71,984.00	36,110.00	Profession Tax	71,984.00	36,110.00
Income Tax	2,402,890.00		Income Tax/withholding Tax/annual	4,062,230.00	
Retirement Money	12,298.00	66,041.00	Retirement Money	12,298.00	
Retirement Money Deposited - Withheld		14,120.00	Retirement Money Deposited - Withheld		14,120.00
Security Deposit - Collected	40,000.00		Security Deposit - Withheld	44,000.00	50,210.00
Security Deposits	2,716,003.00	7,000,027.00	Security Deposits	2,104,236.00	1,400,270.00
Course fees Training Programmes	16,527,713.00	12,116,100.00	Repairs and Maintenance	800,722.00	600,020.00
Other Income	821,044.20	1,111,080.00	Office Expenses	2,432,291.00	2,180,074.00
Quarantine Heat		20,000.00	Administration Expenses *	6,134,758.00	6,114,080.00
			Training Expenses	1,12,796.00	1,886,075.00
			Other Expenses	670,241.00	661,410.00
			CLOSING BALANCE :-		
			CRSI	1,224.00	1,224.00
			GRS (including Deposits)	196,140,094.20	205,211,227.70
			GRS - Capital & Consolidation Phase		7,298,705.00
TOTAL	411,344,067.20	332,294,270.70	TOTAL	411,344,067.20	332,294,270.70

Place : Thriassur
Date : 26-06-2010

KERALA INSTITUTE OF LOCAL ADMINISTRATION
Thriassur

Accountant General

As per our report of even date attached.

Place : Irinjakkuda
Date : 26-06-2010



For K. VASUDEKUMAR & CO
Firm Reg No. 0047123

K. VASUDEKUMAR & CO., FCA
No. 1/1066, PUTHI
CHARTERED ACCOUNTANTS