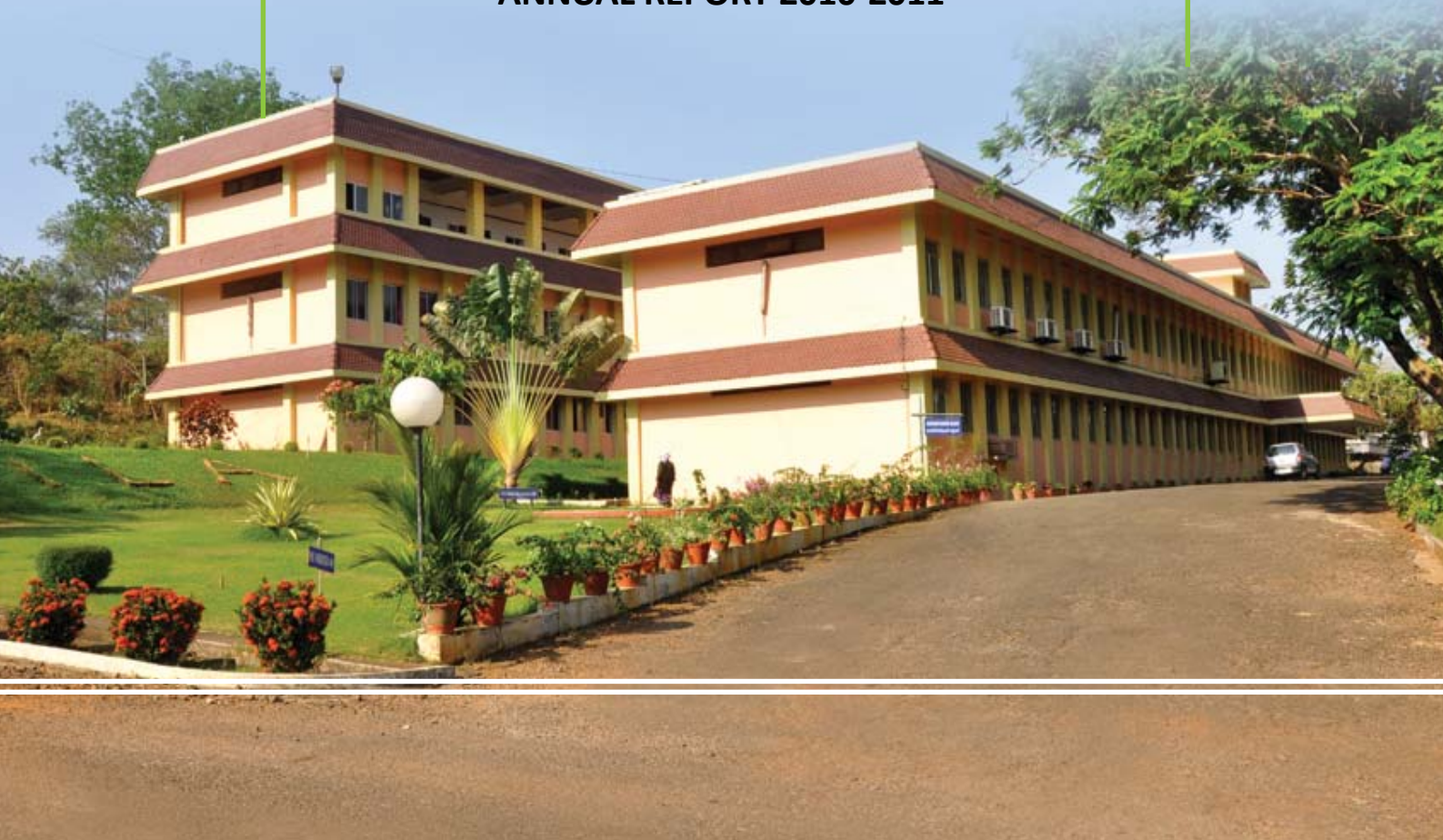


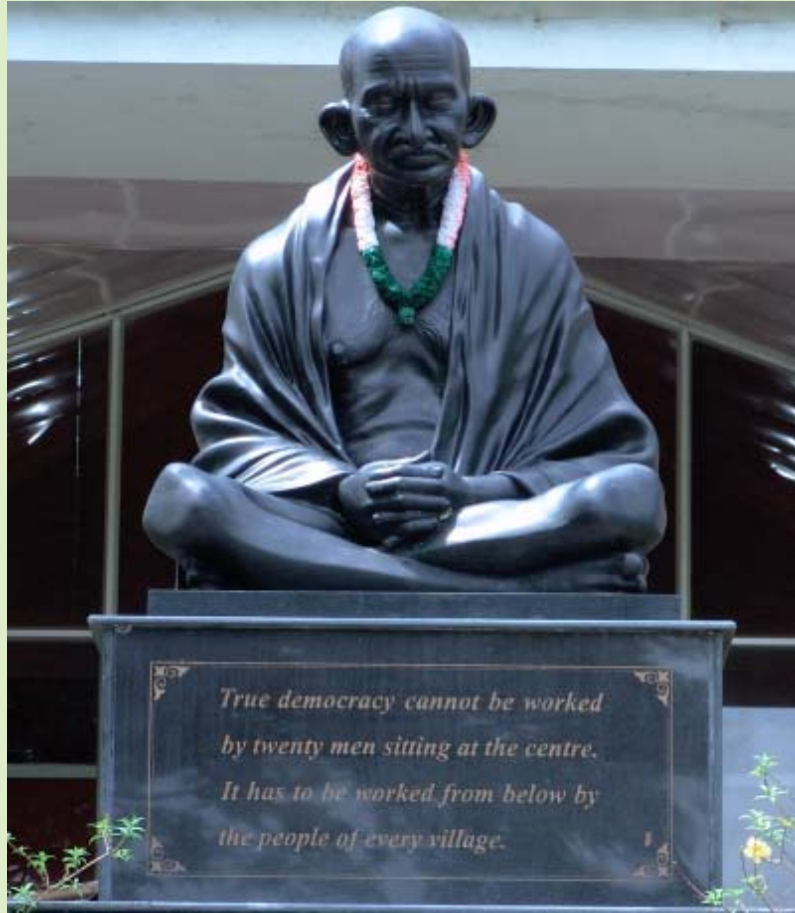
# Towards People-centered Sustainable Local Development:

**KILA's Initiatives and Interventions**



**ANNUAL REPORT 2010-2011**





**KERALA INSTITUTE OF LOCAL ADMINISTRATION**

Mulamkunnathukavu P O,  
Thrissur- 680581, Kerala, India

Phone : +91-487-2201312, 2200244, 2201768.

Fax : +91-487-2201062

email : [mail@kilaonline.org](mailto:mail@kilaonline.org)

[www.kilaonline.org](http://www.kilaonline.org)



**Dr. K.M.MUNEER**  
Minister for Panchayaths,  
Government of Kerala



Towards  
people-centered  
sustainable  
local development:  
KILA's initiatives  
and interventions

## MESSAGE FROM THE PRESIDENT, GENERAL COUNCIL

It gives me immense pleasure to note that KILA is ready with the publication of its annual report for 2010-11. Flipping through the pages of the report, I find that it is a valuable document detailing the multifarious activities of KILA and their outcomes during the reporting year. On behalf of the General Council of KILA, I congratulate Prof. N. Remakanthan, Director, KILA and the other members of KILA team for the excellent work they have done.

KILA is among the institutions of excellence in our country, catering to the capacity building needs of local governments. As becomes evident from the report, the relevance, scope, magnitude, strategy as well as impacts of KILA's initiatives has been breath-taking. It is a remarkable achievement on the part of KILA to have provided induction training to all the newly elected representatives of local governments in a matter of just three months. Its contribution in capacity building for local development, particularly in natural resource conservation and farm productivity also has been remarkable. This was in addition to up-scaling the management competence of the LSGI functionaries for ensuring good local governance in the spirit of democratic decentralization.

The overall impact is reflected in the improvement of the day-to-day functioning of the local governments and the benefits accruing thereby to the common man. In tune with the overall objectives of the Eleventh Five Year Plan of the State and with a view to enhancing production and productivity in the primary sectors and promoting livelihood opportunities of the poor, KILA initiated large numbers of training programs and capacitated local governments to invest more resources for achieving the desired goals. The training programs on Front Office Management has significantly contributed for increasing the trust of people in local governments and to make local governance more people-friendly. The opportunities provided by KILA for field level learning have also considerably contributed to increase in the resource allocation of local governments and for providing basic services to the poor in housing, drinking water, public health, education and sanitation.

I am confident that KILA, true to its noble vision and creditable track record, will achieve still greater results for the cause of democratic decentralization and people-centered sustainable local development. Let me end this note by thanking all those who have stood with KILA in fulfilling its mission for promoting participatory planning, local governance and development.

**Dr. M.K. Muneer**  
President, General Council of KILA









Towards  
people-centered  
sustainable  
local development:  
KILA's initiatives  
and interventions

## FOREWORD

**K**erala has once again reconfirmed its position at the top in respect of decentralization in the country. This consistent performance in structuring and implementing a well thought out decentralization initiative over a period of one and a half decades is now recognized as an international best practice.

KILA's contribution to this achievement is significant. It is now a brand name in the country and in the South Asia region in so far as decentralized governance and participatory planning are concerned. It goes to the credit of KILA that it has not only focused on capacity building of elected functionaries and officials but also succeeded in providing critical policy feed back to Government.

2010-11 has been a special year of achievement for KILA. It has been able to improve the quality of its training modules and in their being taught effectively to the newly elected peoples' representatives and that too within a short period of hundred days. This is an all time attainment and needs to be sustained.

Now the Twelfth Plan is in the offing and the newly elected Local Governments are rearing to go for popular and effective local development initiatives. KILA needs to address this challenge.

I am happy to place on record my appreciation of Prof. Remakantan, Director, KILA, the dedicated teaching faculty, the excellent resource persons and the active supporting staff for their commendable performance.

**S.M. VIJAYANAND**  
Additional Chief Secretary &  
Chairman, Executive Council, KILA









Towards  
people-centered  
sustainable  
local development:  
KILA's initiatives  
and interventions

## PREFACE

**K**ILA's mission is to facilitate democratic governance and people-centric development at the local level. Its core objective is to promote training, research and policy advocacy for local governments in Kerala and other states of India. 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 KILA's functioning. KILA has emerged as a nodal institution for the capacity building and training of local government functionaries 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 past twenty years of its existence, KILA has acquired wide reputation and professional recognition as a learning/training organization in the area of decentralized planning 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.

A formidable task KILA undertook during 2010-11 was providing induction training to all the newly elected representatives of local governments who have assumed office in November 2010. Other main areas of activity during the reporting period included developing a comprehensive training strategy for the elected representatives, planning and implementation of leadership development programme for the key elected functionaries of local governments, preparation of watershed master plans, linking MNRGES with food security and agricultural development, training programme on social inclusion and development of marginalized groups, E-Governance training for the staff of Panchayats, training skills development programme for the potential trainers and so forth. The training and capacity building activities were focused on enhancing the





Towards  
people-centered  
sustainable  
local development:  
KILA's initiatives  
and interventions

quality of local governance and local level planning and to consolidate the process of institutionalization in Kerala. Front office management and double entry accrual accounting were KILA's strong points. Support was provided to local governments for inclusive development and social justice through in-depth studies and data generation. During 2010-11 KILA continued to support local governments in their efforts to prepare watershed master plans and to promote sustainable development initiatives.

During 2010-11 KILA's links with various departments and institutions, such as Panchayat Department, Urban Affairs Department and Rural Development Department, Town and Country Planning Department, Information Kerala Mission (IKM), Kudumbashree Mission and National Rural Employment Guarantee Mission (NREGS), State Institute of Rural Development (SIRD) were further strengthened. In partnership with like-minded organizations and institutions in India and abroad, KILA also conducted a number of national and international programs.

I am happy to express my heart-felt thanks to Dr. M.K.Muneer, Honorable Minister for Panchayats, Government of Kerala and Sri.S.M.Vijayanand, Additional Chief 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. I express my sincere gratitude to all of them. I am also deeply thankful to our numerous friends and supporters, who have contributed to our achievements in many ways. I look forward to their continued support and guidance.

**Prof. N. Ramakantan**  
Director, KILA







Towards  
people-centered  
sustainable  
local development:  
KILA's initiatives  
and interventions

## ABOUT KILA

### History

**K**erala 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 73<sup>rd</sup> and 74<sup>th</sup> 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:

*KILA was established as a nodal capacity building institution, mandated to strengthen local governance, by the department of local self government.*





Towards  
people-centered  
sustainable  
local development:  
KILA's initiatives  
and interventions

- 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

*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.*





- 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

Towards  
people-centered  
sustainable  
local development:  
KILA's initiatives  
and interventions

*Help Desk-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.*







Towards  
people-centered  
sustainable  
local development:  
KILA's initiatives  
and interventions

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-ordinating 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.

### **State Resource Group (SRG)**

With the objective of institutionalizing people's participation in local planning, the Government of Kerala has decided to re-launch the People's Plan Campaign during the Eleventh Five Year Plan. In the operational guidelines issued by the Government for formulation of 11<sup>th</sup> Plan of local governments are envisaged several measures and organisational systems to render adequate support for the effective plan formulation, implementation and monitoring by LSGIs. In tune with these decisions, a State Resource Group (SRG) was set up by the Local Self Government Department (LSGD) at the State level for facilitating the plan formulation and implementation process. It consists of a team of experts and activists from different departments and organizations involved in local planning and implementation.

The SRG team was drawn from State Planning Board, Rural Development Department, *Kudumbashree*, Panchayat Department, Urban Affairs Department, Town and Country Planning Department, Finance Department, Information Kerala Mission, Kerala Institute of Local Administration, State Institute of Rural Development etc. on a working arrangement basis. In addition to these, 8-10 experts retired from service and conversant with the rules and regulations in the field of public administration, decentralised planning, accounting, auditing, budgeting, public works, welfare programmes, are also members of this group. The State Resource Group, attached to the LSGD, acts as a link between the state Government and local self-government Institutions (LSGI) and to translate policy decisions into guidelines, government orders/circulars and facilitate the process of institutionalizing democratic decentralization in the State. The responsibilities of SRG are:

(1) collection and compilation of government orders and other relevant documents for dissemination to the LSGIs; (2) assisting KILA to design and implement training programmes for local governments; (3) acting as a resource group for clearing the doubts of local government functionaries and providing secretarial support for State Level Technical Advisory Groups (TAGs); (4) coordinating the campaign activities as part of decentralized planning; (5) extending support to KILA for its field level studies and research and (6) providing support to LSGD for the smooth functioning of the State Coordination Committee, headed by the Hon. Minister of LSGD for taking policy decisions related to decentralized planning.

*The State Resource Group, attached to the LSGD, acts as a link between the state Government and local self-government Institutions (LSGI) and to translate policy decisions into guidelines, government orders/circulars and facilitate the process of institutionalizing democratic decentralization in the State*

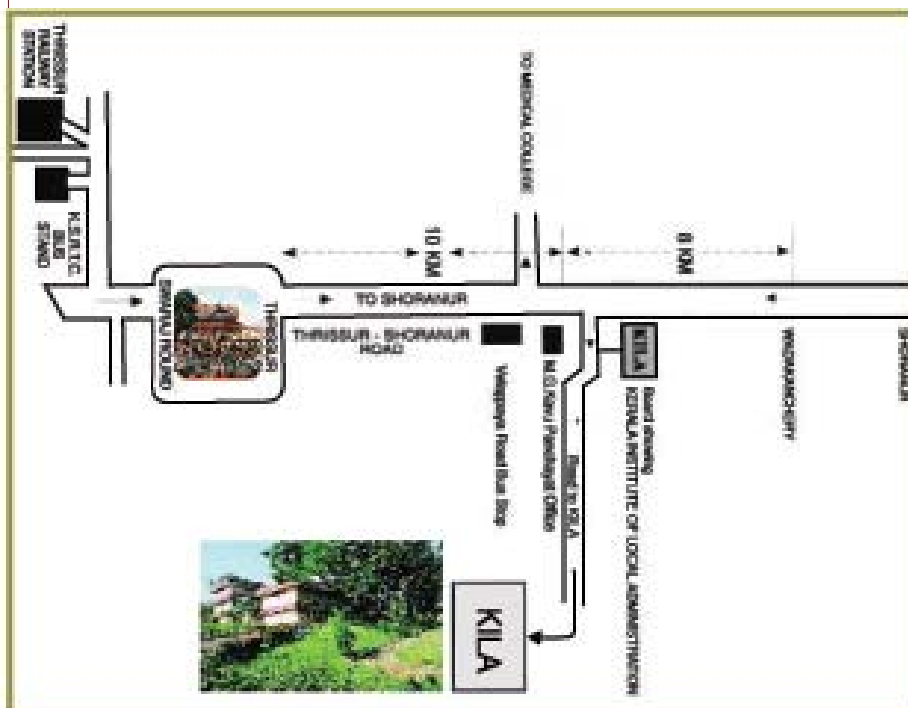




Towards  
people-centered  
sustainable  
local development:  
KILA's initiatives  
and interventions

### Location

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





Towards  
people-centered  
sustainable  
local development:  
KILA's initiatives  
and interventions

## 2010-11: PROGRAM THRUST AND STRATEGY

**K**ILA's capacity building interventions in the cause of grass roots democratic decentralization and sustainable local development during 2010-11 were focused on responding to a number of emerging needs and challenges in the fields of LSGI governance and development. Uppermost among them was the task of providing induction training to the newly elected people's representatives in the context of the reconstitution of the local governments following the freshly conducted general elections to the LSGIs and the fact that more than half were women, consequent upon the state new legislation of reserving 50% of all elected positions to women. Add to this the fact that 70% of them were first timers. KILA's program priorities were guided by concerns, including:

- Ensuring one round of induction training for all the elected representatives in the state within the first 100 days
- Adopting a comprehensive training strategy and plan of action for capacitating the elected representatives in all aspects of local good governance and sustainable development
- Ensuring a minimum of 30 days of training to all the people's representatives within their tenure of 5 years
- Addressing specific gender dimensions of leadership development for women elected heads and standing committee chairpersons
- Development of Watershed Development Master Plans in all the Panchayats in the state. During 2010-11, 600 Panchayats were covered under this scheme. This singular achievement has once again put the state in the first place in the country in the matter of strengthening local governance and earning the National Award.
- Integrating MNREGS with food security and agricultural development
- Promoting e-governance for ensuring effective delivery of services and ensuring management of local governments
- Induction training for newly recruited staff of PRIs
- Focusing on social inclusion: strengthening the participation and development of marginalized social groups such as SC/ST
- Introducing the double entry system of accounting into PRIs

KILA also undertook a variety of programs in the field of orientation, skill building, study/research, survey, documentation and publication. In

*Capacity building interventions during 2010-11 were focused on responding to a number of emerging needs and challenges in the fields of LSGI governance and development.*







addition, 2010-11 also witnessed substantial achievements in the area of improving infrastructural facilities, linking, networking and so forth.

#### **PRI STRENGTHENING**

High level of capacity on the part of the elected representatives and officials is required for the PRIs which have been elevated to the position of centers of local development to effectively discharge their constitutional responsibilities. Majority of the elected representatives are either first timers or women. Special efforts are needed to build their capacity to exercise their leadership and intervene effectively in the local development process.

#### **Induction Training for the Newly Elected G.P. Members**

An important initiative in this area was the gigantic task of imparting training to all the newly elected Grama Panchayat members in the state in three phases in a matter of three months from November 2010 to January 2011. In the first phase training was imparted to all the Presidents of 978 Panchayats in the state in 8 batches at KILA and S.I.R.D. In the second phase conducted during December 2010 all the Standing Committee Chairmen were given training in 5 Regional Centers. In the third phase, conducted during January-February 2011 all the Grama Panchayat members were given training in all the districts. The topics covered during the 3-day training programs included:

- Decentralization of power: basic principles
- Panchayat governance and people's organizations
- Roles and responsibilities of the Panchayat as well as the Panchayat Presidents
- Conducting Panchayat meetings and decision making process
- Standing Committee, Steering Committee and other Committees
- Grama Sabha and people's organizations
- Process and procedures of local planning
- Different development and welfare programs

*2010-11 also witnessed substantial achievements in the area of improving infrastructural facilities, linking, networking and so forth*





Towards  
people-centered  
sustainable  
local development:  
KILA's initiatives  
and interventions



- Project implementation
- Monitoring
- Financial management and budgeting
- Component Plans and social justice
- Gender equitable development and governance
- Kudumbasree and Panchayat set up
- Development and welfare programs and Panchayat machinery
- Integrated child development and human development
- Project implementation, monitoring, social audit
- Planning and implementation of public works

The resource persons of these training programs were recruited from among those who had completed the ToT in participatory learning methodologies and other relevant subjects.

A variety of participatory learning/training methods including case study, presentation, guided reading, group discussion were effectively used in the trainings. All the trainees were provided with the manual prepared in collaboration with Kerala Cartoon Academy and the Question and Answer Book.

### Three-day Training for G.P. Accountants

Based on the learning that follow-up training is necessary for improving the capacity of the Panchayat accountants, a three-day training program was conducted at 5 centers in the state. The focus of the program was on up-grading the capacity of the Panchayat accountants, who are the key responsible persons for ensuring effective financial management of the Panchayats. The topics included:

- Roles and responsibilities of Panchayat accountants
- Proper recording of accounts- practical work
- Process of preparing projects and budgets
- Preparation of budgets-practical work
- Procurement Manual
- Financial transactions and office management

The three-day programs were attended by 889 accountants from different parts of the state. The training has led to positive results, such as improvement in the financial transparency of the Panchayats, accuracy in accounts, preparation of monthly and annual statements. In addition, the training has helped in reconciling the budget with the annual plan and generating awareness on the Procurement Manual issued by the government for the use of Panchayats.

*Three-day training programs were conducted at 5 centers in the state for up-grading the capacity of the Panchayat accountants, who are the key responsible persons for ensuring effective financial management of the Panchayats.*





### **Training for the Newly Recruited Panchayat L.D. Clerks**

The functional effectiveness as well as efficiency of the Panchayats largely rests the capacity of the L.D. clerks. This was the motivation for KILA to design and conduct trainings for the newly appointed L.D. clerks. The residential training that lasted 7 full days had the objective of empowering the participants to internalize the vision, goals and strategies of democratic decentralization and play their role effectively in ensuring good governance at the grass roots level. The topics included:

- Indian Constitution and administrative/management system
- Panchayraj system in India and in Kerala
- Panchayat committee system
- Roles and responsibilities of the elected people's representatives
- Grama Sabha
- Financial management
- Roles and responsibilities of the Panchayat employees
- Fixing and collection of taxes
- Licenses
- Market, slaughter house etc.
- Front-office management
- Main office management
- Controls in building construction
- Service rules
- Audit procedures
- Democratic decentralization: procedures and rules
- Right to Information Act
- Social welfare schemes
- Civil registration
- MNREGS
- Collection of dues- procedures
- Management issues

The program benefited 480 L.D. clerks in 13 batches. Observation and reports have confirmed that the training was effective in rendering office functioning more orderly and effective and the services more people-friendly.

### **Training in Office Management for Senior Panchayat Functionaries**

In the context of new teams taking charge of Panchayats, following the elections in November 2010, KILA thought it important to expose the senior Panchayat functionaries to the roles and responsibilities they were assuming, with focus on efficient office management for ensuring good

Towards  
people-centered  
sustainable  
local development:  
KILA's initiatives  
and interventions







Towards  
people-centered  
sustainable  
local development:  
KILA's initiatives  
and interventions

local governance. The participants of the training programs included Presidents, Vice-Presidents, Secretaries and Junior Superintendents/head clerks of Panchayats. The one-day programs, conducted at regional training centers, were attended by a total of 2095 senior Panchayat functionaries.

#### **Training for Block Panchayat Members**

Nearly 80% of all the Block Panchayat members are newly elected. Of these 55% are women. This was the context in which KILA decided to conduct training for the newly elected Block Panchayat members and Standing Committee Chairmen.

The training programs were conducted at KILA (Trissur), S.I.R.D. (Kottarakkara) and Maria Rani Center (Thiruvananthapuram). The programs were attended by 118 Block Panchayat Presidents, 444 Standing Committee Chairmen and 999 Block Panchayat members.

#### **Training for Grama Sabha Facilitators**

Grama Sabhas are the forum for direct democracy. These people's parliaments, vested with important roles, responsibilities and powers, are far from functioning in the best possible manner in Kerala. In a way there has been a slip back. Unless the Grama Sabhas are strengthened, the soul of People's Planning may be compromised. This was the rationale for KILA's decision to conduct a two-day training for two facilitators each from the Grama Sabhas.

The training program was based on a module prepared keeping in mind the needs of the G.S. facilitators. During the 2009-2010 period in all the districts in Kerala, barring Thiruvananthapuram, training was imparted to 6158 G.S. facilitators. During 2010-11 training was focused on the facilitators in Thiruvananthapuram district. A total of 258 G.S. facilitators have benefited from this training.

#### **Training for the Dairy-farm Instructors**

The Dairy-farm Instructors under the Milk Development Department have been made the Implementing Officers of the LSGIs. Realizing that production and processing of milk is a vital component of rural economy, KILA designed a specialized training for the Dairy-farm Instructors.

It was focused on developing the attitude and skills of the participants for planning and implementing projects for promoting milk production at the village level. The topics included local development and milk production, possibilities of convergence of different programs, decentralized planning and improving milk yield, project preparation, Food Safety and Standard Act, accounting etc. The three-day program was attended by 149 instructors.

#### **Induction Training for the Elected Heads and Members of Block Panchayats**

Election to the local governments was held during October 2010. More than 80% of Block Panchayat members are first-timers. With the 50% women reservation policy in place, nearly 52% of the members are women. The induction training run by KILA's was aimed at addressing the capacity development needs of the elected heads and members of the Block Panchayats. The topics included

*Realizing that production and processing of milk is a vital component of rural economy, KILA designed a specialized training for the Dairy-farm Instructors.*





Towards  
people-centered  
sustainable  
local development:  
KILA's initiatives  
and interventions

- Significance of Panchayat Raj system in Kerala
- Basic functions of Block Panchayat
- Panchayat Committee meetings and decision making
- Roles and responsibilities of Presidents, Vice-Presidents and members
- Local Level Planning and Implementation
- Component plan and social justice
- Gender and development
- Central and state sponsored programs
- Comprehensive child development plan
- Convergence and integration
- Project implementation, monitoring and social audit
- Financial management of Local Governments
- Budget formulation and budgetary control
- Public Works Management

The training programs conducted at KILA, SIRD and Maria Rani Centre, were attended by 1090 Block Panchayat members, 475 Block Panchayat Standing Committee Chairpersons and 128 Block Panchayat Presidents

#### **Induction Training for the Newly Elected District Panchayat Members**

The three-day induction training for the elected heads and members of District Panchayats at RTTC Thiruvananthapuram and KILA was attended by 152 District Panchayat members and 64 District Panchayat Standing Committee chairpersons and Presidents. The focus of the training was on enabling the participants to build knowledge on different aspects of local governance and development, including basic functions of District Panchayat, Panchayat Committee meetings and decision making, roles and responsibilities of Presidents, Vice-Presidents and members, Local Level Planning and Implementation, Component plan and social justice, Gender and development, Central and state sponsored programs, Comprehensive child development plan, Management of transferred institutions, Project implementation, monitoring and social audit, Financial management of Local Governments, budget formulation and budgetary control, Public Works Management.

#### **Leadership Development Training for Women Elected Members**

Nearly 52% of elected representatives are women members. Most of them are first timers. Building the leadership skills of elected women is very important to ensure that women's power is effectively utilized in the service of local gender-sensitive development. The focus of the three-day trainings conducted in Trissur(KILA), Palakkad, Wayanad and Pathanamthitta was

*Building the leadership skills of elected women is very important to ensure that women's power is effectively utilized in the service of local gender-sensitive development.*





Towards  
people-centered  
sustainable  
local development:  
KILA's initiatives  
and interventions



on building knowledge, attitude and skills in the areas of :

- Women-friendly local governance
- Personnel management and human resources development.
- Group dynamics and team building
- Communication and interpersonal skills
- Time management
- Multi-stakeholder dialogue
- Stress management
- Conflict resolution and decision making

The programs conducted during February – March 2011 was attended by a total of 651 participants, comprising of 96 Grama Panchayat Presidents, 114 Grama Panchayat Standing Committee Chairpersons, 362 Grama Panchayat members, 46 Block Panchayat Presidents/Standing committee Chairpersons/members and 33 District Panchayat Standing Committee Chairpersons and members.

#### **Training on Fundamentals of Double Entry Accounting**

Government of Kerala has taken the decision to introduce the double entry system of accounting and the *Sankhya* software in all the PRIs by April 2011. Towards this, the accountants of PRIs had to be equipped with knowledge and skill in the new accounting system as well as the use of the software developed for this purpose. Trainings were envisaged in two phases: first phase on fundamentals of double entry accounting and second phase on the application of the new software. During the reporting year, training was imparted to 97 PRI accountants in the districts of Wayanad and Palakkad. The topics included introduction to accounting, accounting concepts, accounting process, accounting terminology, identifying debt and credit, journal, ledger, trial balance, financial statements and financial transactions of LSGIs.

*Government of Kerala has decided to introduce the double entry system of accounting and the Sankhya software in all the PRIs by April 2011. Towards this, the accountants of PRIs had to be equipped with knowledge and skill in the new accounting system as well as the use of the software developed for this purpose.*







Towards  
people-centered  
sustainable  
local development:  
KILA's initiatives  
and interventions

## NATURAL RESOURCE MANAGEMENT

### Training for the members of the Watershed Committee

It is five years since Watershed Master Plans were prepared for Wayanad district. In the context of the MNREGS, these needed to be revised, keeping in view the possibilities opened up by the MNREGS and ways of convergence. This prompted KILA to design and conduct two-day training programs for the benefit of the members of the Watershed Committees, who are key players of the watershed projects. The focus of the training was on exploring the ways and means of reviving farming and food production in the Panchayats through intensive natural resource conservation measures and improving the fertility and productivity of the land. The topics of the training included convergence possibilities of MNREGS, soil, water bio-mass conservation activities, preparation of various maps for the plan, structure of the master plan, net plan format, from watershed to riverbed development plan etc. The program, conducted in 6 batches, was attended by 432 participants in the districts of Wayanad and Palakkad

### Watershed Master Plan Preparation

The introduction of MNREGS has made a significant change in the economy as well as ecology of the Panchayats. The scheme offers opportunities not only for providing gainful employment to the rural poor, but also improving the local natural resource base, improvement in the fertility and productivity of soil, enhancement of food security etc. Everything depends on the attitude and capacity of the main actors in the sector. The Watershed Master Plans prepared by the Panchayats should reflect the concerns of integration with MNREGS. This was the thinking behind the training for Panchayat Secretaries, Agricultural Officers, MNREGS Engineers/Overseers. The training benefited 940 participants in 21 batches.

### Training on MGNREGS and Watershed-based Master Plan

MGNREGS is implemented in all the districts of Kerala. Major activities taken up under the program were in the form public land maintenance. For making the activities more productive, as envisaged in the Act, it is found to be necessary to extend the activities into private land as well. A limitation to explore the potential is found to be the absence of viable watershed-based master plans at micro watershed level. It was with this objective that KILA conducted training programs for the Agricultural

*KILA conducted two-day training programs for the members of Watershed Committees, the key players of the watershed projects, on exploring the ways and means of reviving farming and food production in the Panchayats through intensive natural resource conservation measures and improving the fertility and productivity of the land*





Officers in the districts of Trissur, Palakkad, Malappuram, Kozhikode, Wyanad, Kannur and Kazargode. Four events of 2-day training were conducted at KILA in September 2010. A total of 207 Agricultural Officers attended the programs, which were focused on themes such as development of Kerala, need for resource-based planning, watershed concept, MGNREGS and its scope in watershed-based development, possible treatments and interventions, micro-planning process, agricultural calendar and labor budgeting, labor bank and social auditing process.

#### **Training for Grama Panchayat Level Watershed Working Group Members**

The state Government has insisted on the preparation of watershed-based master plans at micro watershed level. The responsibility of coordinating the activities at Grama Panchayat lies with the Watershed Working Group. This was the context in which a 3-day training was designed and conducted for the benefit of the Grama Panchayat Watershed Committee members. The program was focused on familiarizing the participants with the letter and spirit of the government order, building clarity on the difference between need-based and resource-based planning, building awareness on the process of watershed plan preparation and the scope of MGNREGA in watershed plan implementation etc. Theoretical inputs were matched with hands-on practical work for developing skills in mapping techniques, field survey and micro-plan preparation. The programs, conducted at KILA from May to July 2010 in 19 batches was attended by a total of 2047 participants.

#### **Training for Grama Panchayat Secretaries**

Grama Panchayat Secretaries play a key role in the successful implementation of MGNREGS. For the effective implementation of the scheme, the Secretaries need to be equipped with proper knowledge and motivation. This was the rationale behind the 2-day training focused on building clarity on MGNREGA, possibilities of convergence with watershed plans and the role of Secretaries. The programs, conducted in 7 batches at 4 centers, was attended by 232 Secretaries of Grama Panchayats in Trissur, Palakkad, Malappuram, Kozhikode, Wayanad, Kannur and Kazargode districts.

*Grama Panchayat Secretaries play a key role in the successful implementation of MGNREGS. For the effective implementation of the scheme, the Secretaries need to be equipped with proper knowledge and motivation*





### **Training for Assistant Engineers/ MGNREGS Overseers**

The Mahathma Gandhi National Rural Employment Guarantee Act gives ample scope for sustainable rural development. However, this is under-exploited by the implementing officers at the grass roots level. Reasons are lack of awareness about the spirit of the Act, plurality of treatments and interventions possible and finally due to the absence of a viable watershed master plan at micro-watershed level. Lack of understanding about the concept of watershed among the engineering staff limits the activities to unproductive works.

The program was focused on familiarizing the engineering functionaries at Grama Panchayat level with the letter and spirit of MGNREGA & its amendments, Kerala's developmental challenges, need for resource conservation, watershed concept, micro plan and watershed plan preparation process, labor budget, crop calendar, social audit and labor bank concept. In addition to presentations and discussions on these topics, hands on training in software applications for easy and effective estimation of different soil and water conservation measures was also imparted. The two-day programs, conducted during October & November 2010 in ten batches at KILA benefited 501 professionals from Trissur, Palakkad, Malappuram, Kozhikode, Wayanad, Kannur and Kasargode districts.

### **Training for Watershed Committee Members of BRGF Districts**

In the districts of Palakkad and Wayanad, which come under BRGF, only a few Panchayats have prepared watershed master plans. Among these plans only a few have proposals that could be taken up under the MGNREGA. This is a major handicap in the effective utilization of the MNREGA funds in these two BRGF districts. This could be addressed only by building up the capacity of the concerned functionaries. This was the context in which KILA took the initiative to conduct trainings for the benefit of the district level technical Support Group members, Secretaries, Agricultural Officers & Engineers/Overseers and Grama Panchayat level watershed committee members. The two-day training programs were focused on learning sessions around themes, such as the scope of MGNREGA, watershed concept, master plan structure & process, possible treatments & interventions and river basin concept. Class room session were supplemented with field work for micro plan preparation. The programs in Wayanad district, conducted in 11 batches, was attended by 631 participants, while 197 participants benefited from the programs conducted in Palakkad district in 3 batches. Apart from this, in a hand-holding gesture towards the Grama Panchayaths, a group of 32 volunteers from Palakkad district were given a 4-day training at KILA in January 2011. The topics included MGNREGA & amendments, need for resource-based planning, watershed concept, planning process, water budgeting, PRA tools, crop calendar etc.

### **Student Field Work Program**

As part of her field work assignment, an MSW student from the Department of Social Work, Sree Sankaracharya University of Sanskrit Regional Centre, Tirur, was placed for a 25 day-field work at the KILA NRM Centre. The focus of the field work, conducted in January 2011, was on participatory watershed-based master plan and river basin plan approach for Kerala.

Towards  
people-centered  
sustainable  
local development:  
KILA's initiatives  
and interventions

*KILA took the initiative to conduct trainings for the benefit of the district level technical Support Group members, Secretaries, Agricultural Officers & Engineers/Overseers and Grama Panchayat level watershed committee members of BRGF districts.*





Towards  
people-centered  
sustainable  
local development:  
KILA's initiatives  
and interventions

## PARTICIPATORY LEARNING AND EXPERIENCE SHARING WORKSHOPS

The local self-governments in Kerala have implemented numerous innovative projects as part of local planning in different development sectors and created replicable models. Developing insights from exposure to these experiments can be very useful for the other LSGs. This was the thinking behind KILA's initiative in developing a novel learning method titled 'Experience Sharing Workshop'. These experiential learning workshops promote participatory learning and result in the development of useful learnings bearing on aspects of local development. Such workshops were conducted both at the state level (10 events) and district level (5 events).

In addition to the state level programs reported above, experiential learning workshops were conducted at the district level in the districts of Kottayam, Malappuram, Kollam, Thruvanathapuram and Palakkad, with focus on documentation of replicable models.

### **Zero-barren land village- Mannanchery Grama Panchayat**

The most effective developments intervention of the LSGs in the state have been in the agricultural sector. Several successful initiatives have been reported from Grama Panchayats in the areas of extending paddy cultivation, transforming barren land into prime farm lands as well as improving local food security. One such experiment is reported from Mannanchery G.P. in Alappuzha district with the convergence of programs such as MNREGS and Kudumbasree and with the full participation of the people, generating a new wave in the agricultural field. The state level workshop conducted at Mannanchery was organized during 6-7 April 2010 with the aim of disseminating the learnings of the experience among other Panchayats in the state.

The workshop was inaugurated by Dr. Thomas Isaac, State Finance Minister. Presentations were made by experts on topics, such as food security in Kerala: challenges and prospects, food security and integrated farming through sustainable development, zero-barren land paddy farming village, farming and organic farming, experience of Mannanchery G.P. Presentations were followed by group discussion and plenary sessions. The concluding session was inaugurated by C. Divakaran, Food Minister. The program was attended by 425 participants, comprising of Panchayat Presidents, Chairmen, Development Standing Committee, agricultural officers etc.

*Developing insights from exposure to these experiments can be very useful for the other LSGs. This was the thinking behind KILA's initiative in developing a novel learning method titled 'Experience Sharing Workshop'.*







### **Experience in Ayurveda Health care- Kanjikuzhy G.P.**

Kanjikuzhy Panchayat in Alappuzha district has earned country-wide attention and applause through its replicable model in vegetable cultivation. The Panchayat has made history again by presenting another model- this time in promoting indigenous (ayurveda) health care practices. The initiative consisting in promoting the cultivation and marketing of medicinal plants is notable also as an initiative by local governments to conserve local natural resources. In the workshop conducted during 4-5 May 2010 at Kanjikuzhy subject experts facilitated learning sessions on various aspects of medicinal plant cultivation, processing, use, marketing etc. The program was inaugurated by P.K.Sreemathy, State Health Minister. Among the participants of the workshop were Dr. Thomas Isaac, State Finance Minister and leading experts in ayurveda. The program was attended by 475 participants, including Panchayat Governing Council members, ayurveda doctors, health care activists.

### **Model Healthy Village- Muhamma G.P.**

Health care sector has been an area in which the State Government has given a lot of attention during the last years. Kerala has registered tremendous progress in health care and prevention during past few years. A number of programs have been conducted for ensuring the health of the people with focus on women, children and the aged. The local governments have played an important role in this. Muhamma G.P. in Alappuzha district was one among such Panchayats. The workshop conducted on 24 and 25 at Muhamma proved to be an excellent opportunity for sharing and disseminating learnings from the experience of G.Ps in the state in the area of promoting holistic health through people-friendly methods.

A highlight of the workshop was the release of a book containing cases of health care initiatives by Panchayats by Dr. Thomas Isaac by presenting a copy to Dr. Iqbal, former Vice-Chancellor, Kerala University, who later made a presentation on 'Challenges faced by Kerala in the health sector and solutions'. This was followed by presentations and discussions on the experience of Muhamma Panchayat. The program was attended by 400 participants, including Panchayat Presidents, Asst Surgeons, health workers, chairmen, Welfare Standing Committee.

### **E.M.S. Housing Scheme-Thiruvananthapuram District Panchayat**

The E.M.S. housing Scheme has been hailed as an important land mark of social development. This housing program implemented with the participation and contribution not only of the beneficiaries, but all members of the local community has succeeded in inculcating a new development perspective and enthusiasm, besides providing habitable homes for the most needy. The workshop conducted on 28 and 29 May 2010 at Kaimanam served the purpose of sharing and propagating the learnings of the innovative housing scheme. The program was attended by 475 participants, comprising of Panchayat Presidents, Chairmen, Development/ Welfare Standing Committee, officials, Help Desk members, Youth coordinators.

### **Integrated Housing Scheme- Nenmanikkara G.P.**

Kodakara Block Panchayat has created history by becoming the first Block

Towards  
people-centered  
sustainable  
local development:  
KILA's initiatives  
and interventions

*Kerala has registered tremendous progress in health care and prevention during past few years. A number of programs have been conducted for ensuring the health of the people with focus on women, children and the aged. The local governments have played an important role in this. Muhamma G.P. in Alappuzha district was one among such Panchayats.*





Towards  
people-centered  
sustainable  
local development:  
KILA's initiatives  
and interventions

Panchayat in Kerala in constructing maximum number of houses. By the beginning of August 2010 the Panchayat was able to complete 500 houses under the E.M.S. Housing Scheme. The credit of being the first Panchayat to have completed the construction of all the houses in the state goes to Nenmanikkara Grama Panchayat. This was the context in which an experience sharing workshop was conducted on 20 June 2010 at Amballoor. The program was inaugurated by Dr. Thomas Isaac in a meeting chaired by Paloly Muhammedkutty, Minister for local governments. The program was attended by 175 participants including Heads of LSGIs, Chairmen of Development/Welfare Standing Committees, officials of the housing scheme, voluntary activists.

#### **Rural Drinking Water Schemes- Kasargod District**

Safe drinking water is one of the basic survival needs of the people. Kerala with high rainfall rates has not been able to meet this basic need of the people. Several LSGIs in the state have set models in addressing the drinking water problem by ensuring drinking water to all households. Kasargod district has set an example for the entire state by addressing this problem in an integrated and participatory way by converging several schemes, pooling resources from different sources such as the Rajeev Gandhi National Drinking Water Mission and ensuring the involvement of all sections of the local population. More than 500 drinking water projects have been implemented in the district through the agency of the LSGIs. Madikai and Kodombelur Panchayats in the district have won several national awards for excellent performance in the drinking water project area. The workshop conducted during 21-22 June 2010 at Kanjnad succeeded in sharing and disseminating the learnings from the experience of Panchayats in Kasargod district. The program was inaugurated by N.K. Premachandran, Minister for Water Resource. Among the participants were eminent personalities, including P. Karunakaran M.P., K. Kunjiraman M.L.A. Pallipuram Balan, M.L.A. and K.P. Kunjiraman M.L.A. The program was attended by 285 participants, including Heads of LSGIs, LSGI Engineers/Overseers and Conveners of Beneficiary Committees.

#### **Coastal Development and LSGIs- Mararikulam South Panchayat**

Kerala state has a long coastline. The coastal communities are weighed down with several development bottlenecks, some of them complex and long-standing. Some of the coastal Panchayats in the state have focused their attention on sustainably addressing the development issues of the coastal populations. Mararikulam South Panchayat belongs to this category of LSGIs. The workshop, conducted on 3 and 4 July 2010 at Mararikkulam South, provided a forum for disseminating the learnings of Panchayats, such as Mararikkulam South and deriving inspiration from their replicable models. The program was attended by 315 participants, comprising of heads of LSGIs, Welfare Standing Committee Chairmen, office-bearers of the Watershed development Committee.

#### **Educational Innovations- Kannur District**

There are in Kerala scores of LSGIs which have experimented with models in the area of improving the quality of education, chiefly at the primary and secondary levels. The 'Mukulam' (buds) project of the Kannur district Panchayat stands out as a brilliant example of value-addition in the

*The workshop, conducted on 3 and 4 July 2010 at Mararikkulam South, provided a forum for disseminating the learnings of Panchayats, such as Mararikkulam South and deriving inspiration from their replicable models.*





Towards people-centered sustainable local development: KILA's initiatives and interventions

educational field through interventions in improving the infrastructural facilities, and strengthening the non-formal education programs. The cumulative result of these endeavors has been that Kannur district stood first in the matter of securing highest marks in the S.S.L.C. examination consecutively for the past four years. The workshop conducted on 10 and 11 July 2010 at Kannur district Cooperative Auditorium in collaboration with the District Planning Committee and the District Panchayat served the purpose of developing and sharing learnings from the experience of LSGIs in the area of improving the quality of education. The program was inaugurated by Kodyeri Balakrishnan, State Home Minister. Dr. Thomas Isaac, Finance Minister participated in the workshop and Ramachandran Kadannappally, Minister for Devaswom, delivered the key note address. The program was attended by 365 participants, including heads of LSGIs, Chairmen, Welfare Standing Committees and Implementing Officers.

**Haritha Keralam, Suchitva Keralam- Aryad G.P.**

A large number of LSGIs in the state have created exemplary models in the areas of sanitation and solid waste management. The vast majority of LSGIs have earned the Nirmal status. Efforts are being made to graduate the entire state to the status of Nirmal. LSGIs, such as Aryand G.P. in Alappuzha district, have created replicable models in this area. It was with the intention of sharing the learnings from the experience of such LSGIs that KILA organized a workshop during 18-19 July 2010 at Ayrad. Dr. Thomas Isaac, State Finance Minister, inaugurated the program, in which 325 delegates, including heads of LSGIs, Chairmen, Welfare Standing Committee, Agricultural Officer, Health workers, participated.

**Food Security and Green Army- Vadakkanchery Block Panchayat**

In view of the growing challenge of food insecurity, the state government has been giving priority to the revival and strengthening of the agricultural sector in the 11th Plan. A number of LSGIs have created models in this vital sector. The lack of workers in the agricultural field has been a serious hurdle. Vadakkanchery Block Panchayat has taken up this as a challenge and set about creating a sustainable model in which the interest of both the farmers and the farm-workers has been combined, leading to the introduction of a sustainable paddy cultivation and integrated watershed development scheme titled 'Green Army' the first Skilled Labor Bank in the

*LSGIs, such as Aryand G.P. in Alappuzha district, have created replicable models in the areas of sanitation and solid waste management. KILA organized a workshop at Ayrad with the intention of sharing the learnings from the experience of such LSGIs.*





Towards  
people-centered  
sustainable  
local development:  
KILA's initiatives  
and interventions

state. In this context KILA organized a two-day workshop during 5-6 August 20010 at Ottupara in Vadakkanchery Block Panchayat with the aim of improving people's participation in development projects, and disseminating the learnings of the Vadakkanchery Block Panchayat experiments among the other Panchayats in the state. The program was inaugurated by K.P.Rajendran, Minister for Revenue. A total of 780 participants, including Presidents of Block Panchayats, Chairmen of Development Standing Committee, Agricultural Asst. Directors, Joint BDOs (MNREGS) Agricultural Officers and Panchayat members participated.

#### **District level Workshops and Exposure Visits**

The decentralized planning and decentralization of power practiced in Kerala has generated a number of changes and achievements. Collective efforts at micro-level analysis and planning has led to the creation of several replicable models. But so far there has been no serious effort at documenting and disseminating these among the public for learning and replication. To address this issue, KILA, in collaboration with the district Panchayats, District Planning Committees and Panchayat Association organized district-level workshops. Workshops were conducted during May, June, July, August 2010 in the districts of Thiruvananthapuram, Kottayam, Kollam, Palakkad, Malappuram and Kasergod.

A series of exposure visits have been conducted during the reporting period with a view to facilitating learning around successful development experiments conducted by different LSGIs.

#### **Kodakara Sustainable Development Projects**

Kodakara Block Panchayat in Trissur district has the credit of having created models of sustainable development. As a result of concerted efforts at pooling resources from different sources, the Panchayat has been able to achieve amazing results in the area of production, services and infrastructural development. Important LSGI functionaries in Wayanad and Plakkad districts were taken on an exposure visit to Kodakara Block Panchayat. Among the projects they visited were the Kodakara Hospital Complex, Vegetable Village in Mattathoor, Goat Village at Alagappa Nagar, Cow Village, Kodali Govt. L.P.School. A total of 115 trainees, including Block Panchayat Presidents, Standing Committee Chairmen, participated in the exposure visit.

#### **Attappadi Eco-restoration Project**

A group of 25 members of the Governing Councils of Block Panchayats in Wayanad district participated in this exposure visit. Points of their visit included Kottathara Pre-metric Hostel, set up for the tribal children, Vannanthara Forest, protected through the eco-restoration project and model vegetable cultivation projects at Kuttanchala, Thirunelli, Poovani, Ponivayal as well as tribal settlements of Samparcode, Kadirampathy and Nellappathy.

*Vadakkanchery Block Panchayat has initiated a sustainable model in which the interest of both the farmers and the farm-workers has been combined, leading to the introduction of a scheme titled 'Green Army' the first Skilled Labor Bank in the state.*







Towards  
people-centered  
sustainable  
local development:  
KILA's initiatives  
and interventions

## STRENGTHENING ULBs

**A** new set of elected representatives have assumed office in Urban Local Bodies (ULBs) in Kerala. Majority are first-timers and fifty percent are women. Moreover, major political parties have taken a decision to provide opportunities for youngsters and not to allow more than two consecutive terms for an individual. For ensuring good governance in urban local bodies, the elected representatives, particularly the new-comers, need to develop clear concepts on democratic decentralization, decentralized planning and so forth. Within three months of their election, the newly elected Municipality members received training on the fundamentals of urban governance and development.

### Training for the Newly Elected Chairpersons of Urban Local Bodies

The training program for the Chairpersons of Urban Local Bodies was focused on improving the capacity of the Councilors for effective urban governance. This meant familiarizing them with the basic principles of decentralization, urban governance, powers and functions of Councilors, Council functions, Ward Sabha/Ward Committee, urban governance and gender issues, urban poverty reduction, preparation of plan and budgeting. The contents of the training included 'fundamentals of decentralization and urban governance, powers and functions of urban local bodies, functioning of council, powers and functions of Councilors, committee system, Ward Sabha/Ward Committee, urban governance, women empowerment, urban poverty reduction, plan formulation, master plan and CDP, special component plan, plan implementation, monitoring and social audit, public works, welfare programs, financial management, budgeting, central and state sponsored schemes and preparation of action-plan.

The participatory programs were conducted at five venues, including R.T.T.C and Maria Rani (Thiruvanthapuram), SIRD (Kottarakkara), and KILA (Thrissur). The programs were attended by 331 participants in 5 batches.

The 3-day programs dealt with topics such as:

- Decentralization of power- basic principles
- Municipal governance mechanisms and the roles and responsibilities of Municipality
- Management of Council Meeting
- Ward Sabha and Ward Committee functioning
- Urban development and women's status
- Urban poverty reduction
- Planning and special component plans
- Management of public works
- Financial management and budgeting

*For ensuring good governance in urban local bodies, the elected representatives, particularly the new-comers, need to develop clear concepts on democratic decentralization, decentralized planning and so forth. Within three months of their election, the newly elected members received training*





Towards  
people-centered  
sustainable  
local development:  
KILA's initiatives  
and interventions

### Induction Training for the Councilors Urban Local Bodies

Majority of the municipal councilors are first timers, who have no grounding on the goals and mechanisms of urban governance and development. Hence the objective of the induction training was to familiarize the participants with the fundamentals of decentralization, urban governance, functioning of council, poverty reduction, plan formulation and implementation, welfare programs of urban local bodies and financial management. Topics included fundamentals of decentralization, urban governance, powers and functions of urban local bodies, functioning of the council, powers and responsibilities of councilors, committee system, ward Sabha/Committee, urban governance and women empowerment, poverty reduction plan formulation, special component plan, plan implementation, public works, welfare programs, financial management, budgeting and centrally sponsored and state sponsored schemes.

Fourteen training programs, conducted at Maria Rani (Thiruvananthapuram), Santhi Kendra (Karukutty), KILA (Thrissur) and New Nalanda Auditorium (Kozhikkode), were attended by a total of 1569 participants.

The training was focused on building the capacity of the participants to understand and explain the main components of municipal governance, including:

- Basic principles of decentralization of power
- Municipal governance mechanisms, the roles and responsibilities of Municipality
- Procedures of Council meeting
- Urban poverty reduction
- Planning and implementation of projects
- Municipal welfare programs
- Financial management and budgeting

As part of the training, the participants were taken on an exposure visit to the Guruvayoor Municipality. The program was attended by 1452 Councilors in 12 batches.

### Training on Fundamentals of Double Entry Accounting

Government of Kerala has decided to introduce the Double Entry System of Accounting and 'Sankhya' Software in all the PRIs by 1<sup>st</sup> April 2011. The accountants of PRIs have to be equipped with adequate skills in the accounting system in general and the accounting manual and software in particular. Hence, trainings were planned in two phases: first phase, fundamentals of double-entry accounting and second phase, accounting manual and software application. The first phase training on fundamentals of double entry accounting has the main objective of equipping the accountants with skills in the double entry system of accounting. During the 2010-11 period 97 accountants from the districts of Palakkad and Wayanad received training in two batches.

The topics of the training included 'Introduction to Accounting, Accounting Process, Accounting Terminologies, Identifying Debit & Credit, Journal, Ledger, Trial Balance, Financial Statements, Accounting Concepts, and Transactions of LSGIs'. Theoretical inputs were complemented with practical exercises.

*GoK has decided to introduce Double Entry System of Accounting and 'Sankhya' Software in all the PRIs by 1<sup>st</sup> April 2011. KILA facilitated the first phase training for equipping the accountants with skills in the double entry system of accounting.*





### **Training on Accrual-based Accounting for the Officials of Urban Local Bodies**

For the effective financial management of urban local bodies, accrual-based double entry system of accounting is inevitable. The present system of cash-based accounting system has many limitations. Government of India and Government of Kerala have taken initiatives for the establishment of accrual-based double entry system of accounting in Urban Local Bodies. In support of this, a training for the officials of Urban Local Bodies was conducted. The main objective of the program was to equip the participants with knowledge and skill for using computer in accounting, accrual based double entry system and preparing reports based on the new system of accounting. The contents of the program included:

- Introduction to computer and Windows Operating System, M.S Word
- Accrual based double entry system
- Systems of Accounting
- Data Entry in computer
- IKM software
- Practical training with computer
- Preparation of reports.

The content included presentations, discussions, group activity, computer training, data entry and report generation. The seven-day program conducted at KILA was attended by 262 participants.

### **Training for Elected Representatives and Officials of Mahe Municipality**

Conducting a three-day special training for the elected representatives and officials of the Mahe Municipality, coming under the state of Pondichery, was a new experience for KILA. The focus of the program was to expose the participants to Kerala experience in local governance and development. Accordingly, the topics included Kerala model of decentralization, people's planning, poverty reduction and welfare programs, management of centrally sponsored and state sponsored schemes, women empowerment, Kudumbashree. The high point of the training was a visit to the Guruvayoor Municipality and interaction with the municipal functionaries. During the evaluation, the participants expressed the hope that they would be able to apply their learnings in their role as creative municipal counselors in their Municipality.

*Conducting a three-day special training for the elected representatives and officials of the Mahe Municipality, coming under the state of Pondichery, was a new experience for KILA. The focus of the program was to expose the participants to Kerala experience in local governance and development.*



Towards  
people-centered  
sustainable  
local development:  
KILA's initiatives  
and interventions





Towards  
people-centered  
sustainable  
local development:  
KILA's initiatives  
and interventions

## ADDRESSING ISSUES OF HIV/AIDS

### Training for Grama Panchayath Members and Key Officials

**K**ILA, in association with the IEC and Kerala State AIDS Control Society, conducted training programs on HIV/AIDS for the Grama Panchayat members and key officials. The focus of the program was on orienting the key Panchayat functionaries on HIV epidemic, related issues and possible responses

The PRI-focused HIV programs were piloted in four districts during 2009. Grama Panchayath level programs were found to be more effective in terms of program output achievement. As a scaling up measure, Grama Panchayath level training programs were planned and conducted in Malappuram and Pathanamthitta districts, covering 156 PRIs. These programs were implemented jointly by KSACS, KILA and SOMA during the months of April and May 2010. The programs were focused on:

- Enhancing the knowledge level of people in the concerned Panchayats on HIV/AIDS
- Reducing the HIV/AIDS stigma and discrimination prevailing in the Panchayat area.
- Preparing a plan of action in the Panchayath for addressing HIV/AIDS-related issues
- Addressing specific issues of women and youth in the Panchayat area in regard to HIV/AIDS

The topics included basics of HIV/AIDS, development dimensions of HIV/AIDS, service centers of HIV/AIDS program, issues related to people living with HIV/AIDS, role of LSGIs in addressing issues related to HIV/AIDS, action plan etc.

These programs were attended by a total of 7267 persons, including Presidents, Vice-Presidents, other Panchayath members, G.P. Secretaries, Health officials, CDS Executive members and working group chair persons.

As a result of the training, four Panchayaths prepared practical and realistic plans for the implementation of the HIV/AIDS activities in their Panchayats. Some Panchayats were ready to allocate funds for prevention as well as care and support activities.

### Decisions on Follow-up

Based on the review of the PRI training programs, some key strategies were identified to strengthen future action in various Panchayats across the state. Detailed discussions were also held with key functionaries and officials of KILA, STRC and PRIs and decision was taken to conduct follow

*Conducting a three-day special training for the elected representatives and officials of the Mahe Municipality, coming under the state of Pondichery, was a new experience for KILA. The focus of the program was to expose the participants to Kerala experience in local governance and development.*







up activities. Based on this, two projects were taken up: (1) HIV/AIDS Policy frame work development program at LSG level and (2) Output Assessment Study on the programs in 4 districts.

#### **HIV/AIDS Policy Frame Work Development Program**

There is broad consensus on the developmental dimensions of HIV/AIDS and the need to mainstream the responses, by making a policy framework for the PRI level action. There should be a consistent and equitable approach to the HIV/AIDS related prevention and care programs in the rural areas. The underlying principle is that HIV infection and AIDS should be treated like any other serious condition or illness that may affect the developmental aspects of the rural community.

The objectives of the project included:

- To identify the barriers and issues related to the implementation of HIV/AIDS programs at LSG level
- To develop an LSG level policy for the effective implementation of HIV/AIDS response programs, such as prevention through information, education and training; care and support for people living with HIV/AIDS in the rural areas, protection of the rights of those affected by HIV/AIDS
- To develop a frame work for planning at PRI level to set up HIV responses

The main methods used for this project were Workshops, Case study analysis and Documentation. The main output of the program was the formulation of a draft policy framework, which can be used as a guideline for setting up LSG level HIV responses, which will establish that HIV programs or issues to be addressed need to be considered as mandatory for ensuring protection of the constitutional rights of the Individuals, can be used as a tool for building the capacity of functionaries at multiple levels and become a tool for allotting financial resources for HIV/AIDS response activities

#### **Output Assessment Study of PRI level HIV/AIDS Programs**

PRIs have a vital role in addressing the development issues of rural areas. HIV, as a developmental issue, needs to be addressed through PRIs, so that a better coverage of services will be assured. It was judged that an assessment study would help to identify the push and pull factors behind the success and failure of programs. Also, the study results could be used for improving the quality of the training programs in the subsequent phase. This was the rationale behind the decision for a study on the outputs and impacts of programs to be conducted at three levels in 4 districts.

The specific objectives of the study included:

- To assess the output level achievements of PRI-focused HIV training programs, organized at multiple levels in 4 districts
- To develop new strategies for implementing HIV response programs in Panchayats based on the analysis of the study

The most important learning result of the study is that the training programs have effectively removed the reluctance on the part of LSGs to

Towards  
people-centered  
sustainable  
local development:  
KILA's initiatives  
and interventions

*The most important learning result of the Assessment Study of PRI level HIV/AIDS Programs is that the training programs have effectively removed the reluctance on the part of LSGs to discuss HIV/AIDS and have instilled in them the need for local level intervention*





Towards  
people-centered  
sustainable  
local development:  
KILA's initiatives  
and interventions

discuss HIV/AIDS and have instilled in them the need for local level intervention. Another important result is production of a document detailing the study and its outcomes.

#### **KILA-SOMA Consortium**

National AIDS Control Organization (NACO) has instituted State Training and Resource Centers (STRC) as an innovative approach for capacity building to strengthen the HIV/AIDS programs implemented in the state as per the national guidelines. STRC - Kerala & Lakshadweep is envisioned to provide capacity building programs to the NGO/CBO partners implementing Targeted Interventions (Named as 'Suraksha Projects in Kerala) for HIV/AIDS control in the state, in association with Kerala State AIDS Control Society (KSACS).

KILA-SOMA consortium has been selected to provide the institutional platform for STRC in Kerala and Lakshadweep. The partnership between KILA, a Govt. of Kerala institution with strong footing in the field of training in development sector and SOMA a Thiruvananthapuram-based NGO, offering management services to programs and projects in the development sector since 1992 is expected to yield excellent results. The responsibility of the consortium is to provide capacity building, documentation and evaluation support to TI programs in Kerala and Lakshadweep.

The Objectives of the STRC include:

- To ensure need based training of TIs as per NACP-III's technical and operational guidelines
- To enhance the capacity of NGOs and civil society organizations in proposal development for NACP-funded targeted intervention projects
- To undertake operational research and evaluation of TIs

#### **Induction Training for Newly Recruited Staff**

In the Targeted Intervention projects, new staff are placed from time to time, due to the high turn over of staff or due to the creation of new posts. The newcomers need to be familiarized with various components and guidelines of the TI program, its management and basics of HIV/AIDS & STI for the smooth implementation of the Suraksha project. Onsite induction training for the different categories of newly recruited staff was introduced as a new strategy. The program was focused on themes such as:

- HIV/ AIDS Basics
- Their impact on society
- Sex and sexuality
- TIs under NACP III
- High Risk Groups
- PPP model of STI/RTI
- Care of HRGs
- Condom promotion
- Roles and responsibilities of ANMs
- Scope of Intervention level research
- Sampling and research methodology
- Data compilation and analysis
- Project level reports

*KILA-SOMA consortium has been selected to provide the institutional platform for STRC in Kerala and Lakshadweep. The responsibility of the consortium is to provide capacity building, documentation and evaluation support to TI programs in Kerala and Lakshadweep.*





The methods used included lecture, presentations, discussion, role play and group discussions. The learning outcomes included conceptual clarity on NACP III and TI components, clarity on one's roles and responsibilities, knowledge on STI and STI management through PPP model, skill in documentation & MIS. A total of 232 new staff across Projects in Kerala benefited from the trainings conducted in 9 batches.

#### **Training in Counseling High Risk Groups**

Targeted Intervention projects require persons with adequate counseling skills. Promoting counseling skills among Counselors and ANMs of all projects was the specific objective of the training. The topics included:

- Understanding HIV
- Behavioral issues in TI
- Role of counselors in TI: values and attitudes
- Management of STIs
- HIV Counseling: nature and purpose
- Counseling and Micro-Counseling skills
- Crisis Intervention and Problem Solving
- Personal Impact of HIV & AIDS
- Linkages and referral
- Counseling Documentation

The learning outcomes included information on HIV scenario in the state and its social, economic, family, etc. implications, awareness of the issues of female sex work and sexual minorities, information on IDUs and their determinants, development of counseling skills. A total of 104 counselors and ANMs were trained in 4 batches.

#### **Out Reach Management Training**

Out Reach Workers are the field level pillars of the Targeted Intervention programs. Many of them lack clarity on the program components and this is affecting the quality of work. Hence the focus of this program was on helping the participants to refresh their understanding of the basic aspects and components of HIV/AIDS programs, so that they are capacitated for managing outreach programs. The topics included:

- NACP III and concept of TI Project
- Different Components of TI
- Out reach as the backbone of TI Project
- Importance of Community led out reach
- Roles and responsibilities of ORW
- Planning, implementing and monitoring out-reach programs
- Core values and ethics
- Effective communication methods

A total of 155 Out Reach Workers from all TI projects benefited from the trainings conducted in 4 batches.

#### **Training in TI Project Management**

TI projects in the state are currently passing through a difficult phase. On the one hand, strenuous targets have been fixed, on the other hand the projects are looked upon with suspicion on the ground of assumed unethical practices and corruption. This was the context in which the training in TI project management for the Project Directors was designed

Towards  
people-centered  
sustainable  
local development:  
KILA's initiatives  
and interventions

*Targeted Intervention projects require persons with adequate counseling skills. With specific objective of Promoting counseling skills among Counselors and ANMs of all projects, KILA facilitated a series of training programs*





Towards  
people-centered  
sustainable  
local development:  
KILA's initiatives  
and interventions

with the main objective of getting the full involvement of the Project Directors in the entire project cycle for strengthening TI project management systems.

The content of the program consisted of sessions on positive prevention in TI Projects and relevance of PDs in Management of TI Projects . The methods included group discussion and presentation by Project Directors on various issues with special reference to NGO/CBO grievances. A total of 37 Directors of NGO/CBO Projects attended this 2- day program, which enhanced their conviction on the need for their full involvement in the management of TI projects.

#### **Peer Educators Training Program**

Peer Educators constitute an important component of TI programs. It is important to develop and up-grade their capacity. Also they should follow a set pattern in all programs in the state. This was the rationale for the on-site training for PEs, focused on providing conceptual clarity on PE's role and responsibilities. The topics included:

- Introduction to peer education
- Concepts of Peer Education
- Role of Peer Educator in prevention and control of STI
- Crisis management
- Positive prevention
- Need and importance of peer education
- Understanding of the Tools
- Spot analysis, hotspot load mapping, opportunity gap analysis, preference mapping, peer maps
- PE weekly planning and activity sheet

A total of 875 Peer Educators from 42 TI projects attended the program conducted as onsite training in their own project areas.

#### **Training on Crisis Response System in TI Projects**

Crisis management is generally practiced in the sexual health interventions as a means to address the HIV/AIDS vulnerability factors. It also focuses on the non-sexual health needs of the community and support in managing situations leading to marginalization. Hence the training focused on providing knowledge about management of crisis in TI projects through systematic response.

Different topics bearing on crisis management in TI context were dealt with, emphasizing the crisis response system in projects, social legislations in connection with crisis in TI, human rights aspects with special reference to marginalized communities, do's and don'ts in crisis handling, documentation in connection with crisis response. In 2 batches 78 persons, including one senior ORW and one senior community member from each TI project, received training.

#### **Training in Project Management Skills**

The implementation of sexual health programs in the field require different strategies and skills. This training was conducted to address this need

*Crisis management is generally practiced in the sexual health interventions as a means to address the HIV/AIDS vulnerability factors. Hence the training focused on providing knowledge about management of crisis in TI projects through systematic response.*







by enabling the project managers to get their management skills sharpened. The topics included:

- Modern Management concepts
- Communication and interpersonal relations
- Project management
- Time management
- Team Building
- Conflict Management

The programs in 2 batches were attended by 52 Project Managers from Targeted Intervention Projects in the state.

#### **Proposal Development Workshop for TI Projects**

Every year the Targeted Intervention Projects are evaluated to assess the performance level of project implementation. The evaluations are made by expert consultants in the HIV/AIDS field in partnership with the staff of KSACS, STRC and TSU. On the completion of the evaluation, plans have to be prepared for next year's program. In preparing the new plan it is important to keep in mind the learnings of the evaluation and the requirements of the coming year. This was the context of the 3 workshops, conducted with the objective of capacitating the participants to formulate next year's plan.

The sessions of the workshop included:

- De-briefing of annual evaluations
- TI- I retrospect
- Guidelines on proposal development
- Revised costing guidelines
- Review of proposals

A total of 106 participants, including Project Directors, Project Managers and Counselors, attended the workshop.

#### **Theme-Based Experience Sharing Meeting of TI Projects**

The 52 TI projects are scattered in different parts of Kerala. Limited are the opportunities for sharing among the projects. Hence, the theme-based sharing meeting, which would also serve as a review process.

Specific objectives included:

- To create a platform for sharing
- To facilitate review of projects
- To facilitate cross learning among the participants

The sessions were based on themes, such as Sex Workers Projects, MSM Projects, IDU Projects, Truckers Projects and Migrants Projects.

The program provided an opportunity for the participants to share their project experience and concerns with others working in the same field. The program led to decisions bearing on future project implementation.

In 5 batches 187 participants, including Project Directors, Project Managers and Out-Reach Workers from different Projects attended the program.

Towards  
people-centered  
sustainable  
local development:  
KILA's initiatives  
and interventions

*Every year the TI Projects are evaluated to assess the performance level of project implementation. In preparing the new plan it is important to keep in mind the learnings of the evaluation and the requirements of the coming year. KILA facilitated three workshops, with the objective of capacitating the participants to formulate the plan.*





Towards  
people-centered  
sustainable  
local development:  
KILA's initiatives  
and interventions

## ACTION-RESEARCH

**K**ILA during the reporting period undertook several action-research programs with the aim of improving the effectiveness LSGI governance. Important among them were:

### Gender Budgeting

Promoting gender equity demands deliberate intervention in planning, budgeting and auditing of projects. It is a process to ensure that women's needs and priorities are also taken into account in budget allocation. Gender budgeting will ensure that adequate resources are earmarked for the development of both men and women. It is expected that gender budgeting will enable the local governments to play a larger role in gender mainstreaming. As a prelude to gender mainstreaming initiatives by LSGIs, an action- research in gender budgeting was conducted in selected 16 Grama Panchayats, which have completed the women status study. The action-research program was a joint venture of KILA and the participating Grama Panchayats of Kinannoor Karinthalam, Panyaram, Padiyam, Vengad, Chorode, Thirurangady, Keezhparamba, Paruthur, Thiruveagapura, Kpdakara, Mulamkunnathukavu, Koothattukulam, Nedumbaserry, Thalayolaparambu, Mararikualmand, Poothakulam.

The process of Action-Research included:

- Training for the district level faculty team
- Training for Grama Panchayat level resource team
- Conducting Grama Panchayat level situation analysis
- Conduct multi-stakeholder workshop at Grama Panchayat level
- Drafting of local level women development policy
- Preparation of engendered plan
- Plan finalization and budget session
- Implementation of gender budget

The exercise led to outcomes, including profiling of the situation of women in the locality, Grama Panchayat level situation analysis, preparation of action- research operational manual (toolkit), gender-sensitive budgets in GramaPanchayats, preparation of training module & hand book for training of local government functionaries.

### Child Development

The local governments in Kerala are entrusted with the responsibility of promoting the comprehensive development of children of the 0-18 age group. The government has also provided the requisite financial and human resources for empowering the LSGIs to fulfill their child development responsibilities, with focus on the management of primary

*It is expected that gender budgeting will enable the local governments to play a larger role in gender mainstreaming. As a prelude to gender mainstreaming initiatives by LSGIs, an action- research in gender budgeting was conducted in selected 16 Grama Panchayats, which have completed the women status study.*





and secondary health, child nutrition and pre-school as well as primary education. Nutrition and care of 0-3 and 3-5 age groups are of paramount importance. Child development has to be integral. Isolated and sectoral interventions alone may not lead to the results of integrated child development. We need a comprehensive child development policy and plan. The plan should be based on an in-depth understanding of the issues of integrated child development and a critical assessment of the current trends, modes and strategies of the local governments in this area.

The overall objective of the study was to prepare a comprehensive child development plan for the Local Self Governments of Kerala. Mapping the child development scenario in Kerala, reviewing the programs of local governments in child development and evolving an operational strategy for comprehensive child development plan were the specific objectives.

Six Grama Panchayats in the state, namely, Madai (Kannur), Thirunelly (Wayanad), Vaniyamkulam (Palakkad), Vadanapally (Thrissur), Nedumbassery (Ernakulam) and Koduman (Pathanamthitta) were selected for the study. Primary and secondary data collection methods were used in the study, coordinated by Miss Dhanya Prabhakar.

The outcomes of the research included:

- Review of the existing situation of Child Development in Kerala
- Documentation of activities of selected Grama Panchayats in the area of child development
- Development of a comprehensive strategy for integrated child development

#### **Collection of Data of SC Habitats and Scattered SC Families**

KILA has been entrusted with the responsibility of creating data-bases of SC Habitats as well as SC families living away from habitats in scattered families. This gigantic task has been undertaken with the intention of creating a sound data-base for evolving policies and programs for developing plans and programs under the SCP. During the first phase 26000 SC families were covered for which 2839 persons were trained. In the second phase 250,000 SC families have been covered through the work of 3070 trained persons. Data collection has been completed and work is in progress for consolidation and generation of tables and reports.

Following the survey of the SC Habitats, it was decided to do a supplementary survey of scattered SC families. A special training was conducted for enumerators and facilitators nominated by the LSGIs on topics, such as fundamental principles of survey, relevance and methodology of survey and duties and responsibilities of the survey team. Internalization of the survey working sheet and handbook, formulation of action plan etc. A total of 3070 have been trained in 43 batches.

*KILA has been entrusted with the responsibility of creating data-bases of SC Habitats as well as SC families living away from habitats in scattered families. This gigantic task has been undertaken with the intention of creating a sound data-base for evolving policies and programs for developing plans and programs under the SCP.*

Towards  
people-centered  
sustainable  
local development:  
KILA's initiatives  
and interventions





Towards  
people-centered  
sustainable  
local development:  
KILA's initiatives  
and interventions

## NATIONAL AND INTERNATIONAL PROGRAMS AND EXPOSURE VISITS

### National Level

**N**ational level courses and exposure visits were offered to provide exposure to the participants on Kerala's initiatives in democratising the decentralization process, through interactive sessions, experience sharing and best practice visits. A total of 380 participants in 15 batches have benefited from the programs from April 2010 to February 2011. The participants included elected representatives of PRIs and ULBs, functionaries of Rural Development Department, faculty members of Training institutes, administrators, policy makers, social activists and NGOs. The focus of the programs was on:

- Sharing of experience of various Indian states in decentralization
- Studying and sharing the experience of Kerala in decentralised governance and local planning
- Sharing the experience of Kerala in poverty alleviation and gender development.
- Identifying possibilities of adapting Kerala's lessons in other states of India.

The topics included: 73<sup>rd</sup> and 74<sup>th</sup> Constitutional Amendments and democratic decentralization in India, Eleventh Five Year Plan for the local governments of Kerala, programs for the social inclusion of marginalized sections of Kerala, tools for transparency and accountability in local governance, 'Kudumbashree' (Women Self-Help Group) initiatives for gender mainstreaming and poverty reduction in Kerala, Asraya (destitute rehabilitation) program and visiting best practices.

*National level courses and exposure visits were offered to provide exposure to the participants on Kerala's initiatives in democratising decentralization process through interactive sessions, experience sharing and best practice visits.*







Sl. No.	Name of Programme	No of batches	No of persons	Training days
1.	Exposure Visit of Officials from Assam	1	24	72
2.	Exposure Visit from Tripura	1	40	240
3.	Exposure Visit from Chattisgarh	5	110	426
4.	Exposure Visit of Elected Representatives from Maharashtra	1	18	54
5.	NIRD & KILA - Training Programme	1	30	180
6.	Training for the Local Government Functionaries of Rajasthan	2	30	115
7.	Youth elected members from North –eastern states	1	60	180
8.	Study visit of local government functionaries from Lakshadweep	1	18	72
9.	Study visit of local government functionaries from Sikkim	1	40	120
10.	Study visit of elected members from Mahe	1	10	30
<b>Total</b>		<b>15</b>	<b>380</b>	<b>1489</b>

Towards  
people-centered  
sustainable  
local development:  
KILA's initiatives  
and interventions

*A highlight of exposure visits organized by KILA was to villages in Hivaribazar region in Maharashtra by a 20-member group in December 2010. These villages are known for their successful experiments at total development through the application of the principles and practices of watershed development.*

A highlight of exposure visits organized by KILA was to villages in Hivaribazar region in Maharashtra by a 20-member group in December 2010. These villages are known for their successful experiments at total development through the application of the principles and practices of watershed development. Though watershed development approaches and strategies have been successfully applied by several regions in India for more than two decades, Kerala has woken up to this only recently. Though KILA has been seriously involved in imparting training to the functionaries of local governments in watershed development approach and Watershed Master Plan preparation, Kerala does not have outstanding models of integrated watershed development. Outstanding models have been created in other parts of the country, from which Kerala can learn a lot. Hivaribazar in Maharashtra is one such region. The villages there had withstood the disastrous drought of 1977, thanks to effective watershed development strategies.

#### **International Programs and Exposure Visits**

International level courses and exposure visits were offered to provide exposure to the participants on Kerala's initiatives in democratizing the decentralization process through interactive sessions, experience sharing





Towards  
people-centered  
sustainable  
local development:  
KILA's initiatives  
and interventions

and best practice visits. In 9 batches, 163 participants have attended the programs from April 2010 to February 2011. The participants included elected representatives of Local Governments, functionaries of Rural/Urban Development Departments, faculty members of Training Institutes, policy makers, officials from UN agencies and International NGOs. The programs were focused on:

- Sharing of experience of various Indian states in decentralization
- Studying and sharing the experience of Kerala in decentralised governance and local planning
- Sharing the experience of Kerala in poverty alleviation and gender development.
- Identifying possibilities of adapting Kerala's lessons in other countries.

The topics included: 73<sup>rd</sup> and 74<sup>th</sup> Constitutional Amendments and democratic decentralization in India, Eleventh Five Year Plan for the local governments of Kerala, programs for the social inclusion of the marginalized sections of Kerala, tools for transparency and accountability in local governance, 'Kudumbashree' (Women Self-Help Group) initiatives for gender mainstreaming and poverty reduction in Kerala, Asraya (destitute rehabilitation) program, visiting best practices.

Sl. No.	Name of Programme	No of batches	No of persons	Training days
1	Training on "Local Governance of Kerala for Eastern Provincial Council members of Sri Lanka	3	88	440
2	Study Visit of Local government functionaries from Bangladesh	2	15	45
3	Study Visit of Local government functionaries from Indonesia	1	5	30
4	Visit of UNICEF Team	1	10	20
5	Study Visit of Local government functionaries from Afhanistan Team	1	20	80
6	International Training Program on Strategies and Program for Poverty Alleviation (several countries)	1	25	75
<b>Total</b>		<b>9</b>	<b>163</b>	<b>690</b>





Towards  
people-centered  
sustainable  
local development:  
KILA's initiatives  
and interventions

## GENERAL CAPACITY BUILDING EVENTS

### Training in Need Analysis

**K**ILA has been mandated to function as the Nodal Agency for capacitating Local Self Government Institutions in Kerala. The situation in the state is that after the elections in October 2010, nearly 75% of the elected representatives are new to the LSGI governance culture. Gender-wise, the majority (52%) are women. Naturally, intensive as well as extensive capacity building activities are needed to prepare the LSGI functionaries, particularly the new entrants, to play their newly assigned roles effectively. The Training in Need Analysis (TNA) conducted by KILA was aimed at preparing a well-informed team of trainers. The focus of the training was to enable the participants to identify the gaps in the KILA training scheme and make suggestions for improvement. The program was attended by Presidents, Vice-Presidents, Standing Committee Chair Persons, Officials and Consultants. Participation of people from all the geographical divisions of the state (low, mid and high lands) and also from SC, ST, fisher people and women were ensured. On the basis of the TNA, a curriculum was developed for the newly elected representatives and a hand book containing the basics of Local Governance was published.

### Training of Master Trainers

With a view to ensuring time-bound and high quality training in a decentralized manner, KILA has a hand-picked team of Master Trainers. The training for Master Trainers (ToMT) was designed and conducted to hone the skills of the Master Trainers who are to train and guide the Trainers. The participants of the ToMT were mostly those who had completed KILA ToT. The topics of the training included 'Four Ways of Learning & Adult Learning Principles, Interactive Lecture, Group

*The Training in Need Analysis (TNA) conducted by KILA was aimed at preparing a well-informed team of trainers. The focus of the training was to enable the participants to identify the gaps in the KILA training scheme and make suggestions for improvement.*





Towards  
people-centered  
sustainable  
local development:  
KILA's initiatives  
and interventions

Discussion, Buzz Group Discussion, Brain Storming, Guided Reading, Case Study, Role Play, and Explanatory Quiz. Expertise in using participatory learning methods was the main focus. Self-learning and peer-group learning were also insisted upon. The program was attended by 161 would be Master trainers in 5 batches. Enhancement of knowledge and skills was tested scientifically using a questionnaire that was administered at pre and post training stages. The results showed that high improvement had been achieved in knowledge (172%) and skills (66%).

### Training of Trainers

KILA had to grapple with the gigantic challenge of imparting training to nearly 22000 elected representatives and LSGI officials on a yearly basis. A minimum of 700 trainers would be required to meet the need of decentralized training. The Training of Trainers (ToT) program was conducted to equip the trainers with proper information, knowledge, motivation and skills to effectively plan, implement and evaluate training for the LSGI functionaries and associates. For identifying the would be trainers, advertisement was given in Newspapers, Website and DPO/DPC. Nearly 1000 people applied. Training participants were selected on the basis of qualification and experience. Topics covered in ToT included: Four Ways of Learning & Adult Learning Principles, Interactive Lecture & Visual Aids, Different Training Methods, Presentation Skills, Training Management and Training Evaluation. Interactive presentations were followed by group discussions and plenary presentations. The participants were asked to make a study of different aspects of LSGI governance and development, such as Panchayat administration, local planning, finance management, public works management, welfare schemes. A total of 388 trainees in 9 batches benefited from the program. Enhancement in knowledge and skill levels was measured using pre and post tests. The results showed definite improvement in knowledge (36.9%) and skills (83 %).

Besides the ToT, Trainers Training Program (TTP) was conducted on thematic areas. The contents included:

- Public Administration
- Local Planning
- Financial Management
- Public Works
- Welfare Activities

The ToT program was attended by 549 extension faculty members in 14 batches, while thematic TTPs were attended by 263 participants.

*KILA had to grapple with the gigantic challenge of imparting training to nearly 22000 elected representatives and LSGI officials on a yearly basis. A minimum of 700 trainers would be required to meet the need of decentralized training. The Training of Trainers program was conducted to equip the trainers with proper information, knowledge, motivation and skills to effectively plan, implement and evaluate training for the LSGI functionaries and associates.*







### Training for District Planning Committee

With the new team of elected functionaries assuming power in November 2010, District Planning Committees (DPCs) were reconstituted. The members had to be empowered with knowledge and skills to improve the functioning of DPCs. A two-day training for the DPC members was conducted on 7-8 March 2011 at KILA. The main objective of the training was to equip the DPC members to perform their roles and responsibilities effectively. A total of 108 participants attended the training. The course covered the topics of roles and responsibilities of the District Planning Committee, Methodology and Importance of Decentralized Planning, DPC Secretariat and TAG Activities, Experiences and Expectations of DPC, District Development Vision and District Plan Preparation, Local Planning and Project Integration, Project Implementation and Monitoring.

### Training for SC/ST Development Working Groups

Data-bases have been created on the SC and St communities through surveys conducted in 2008 and 2009-10. These data-bases have opened up immense scope for the LSGIs to do data-driven planning for the SC/ST populations. The members of the SC/ST working groups needed to be informed about such possibilities. This was the background for designing training for the SC/ST Working Groups. Training for all the SC Development Groups in the Palakkad and Wayanad districts have been conducted. The two-day trainings conducted in 14 Block Panchayats were attended by 1592 participants, including elected people's representatives, officials, Sc Promoters, Experts and social activists. Training for ST Development Groups were conducted in the districts of wayanad, Palakkad, Pathanamthitta, Kollam, Kozhikode and Mapalppuram to the benefit of 768 participants.

### Module Preparation for Training for TAG Members

Technical Advisory Group (TAG) is the support mechanism for ensuring the quality of projects formulated by the LSGIs. TAG is composed of subject experts and experienced practitioners retired from government departments. Special training interventions are necessary to up-date the expertise of the members of Tag. First a module had to be worked out for the training. The workshop for module preparation outlined the following training objectives:

- To enhance the quality of local projects
- To promote clarity on government guidelines for the formulation, appraisal and approval of plans
- To help improve the capacity of the members to prepare plan review reports and render operation support to the DPCs
- To develop an organizational system for rendering technical support to the LSGIs

Based on these objectives a number of topics were suggested including

*Training for all the SC Development Groups in the Palakkad and Wayanad districts have been conducted. The two-day trainings conducted in 14 Block Panchayats. Training for ST Development Groups were conducted in the districts of wayanad, Palakkad, Pathanamthitta, Kollam, Kozhikode and Mapalppuram*





Towards  
people-centered  
sustainable  
local development:  
KILA's initiatives  
and interventions

local plan priorities, TAG system: roles and responsibilities, plan approval procedures and subsidy norms, plan formulation forms, code book and utilization methods, TAG appraisal and working stages, plan formulation stages. The two-day training will be conducted at district and sub-district levels.

**Capacity Building of State Resource Group**

The State Resource Group (SRG) functions under the LSG department. It is composed of members of the State Planning Board, Rural Development Board, Kudumbasree, Panchayat Department, Urban Development Department, Information Kerala Mission, State Rural Development Institute, Town Planning Department, Finance Department, and KILA.

SRG functions as a link connecting the LSGIs and the State Government. It provides support service in translating govt. policies into guidelines and orders and circulars. Their roles include collecting and publishing govt. orders and supportive documents, assisting KILA in planning and conducting programs for the benefit of the LSGIs as well as in its filed activities and research programs, providing secretarial assistance to S.L.T.G., coordinating campaign activities in support of decentralized planning and so forth. During 2010-11 SRG had 11 important meetings and assisted the coordination committee in conducting 10 meetings. SRG also rendered service in publishing 60 govt. orders and 49 circulars and assisted in the reconstitution of the State level Technical Advisory Committee and in the formulation of 4085 new projects and 3004 spill over projects.

**Asset Register Digitization of LSGIs**

The Local Self Government Institutions in Kerala had documented the details of their assets and prepared Asset Registers in 2005. They had to be renewed and digitized. KILA took the initiative of capacity building in this area with the objective of equipping the participants with skills for up-gradation and digitization of assets. A total of 3923, including Secretaries, Engineers, Overseers, Accredited Engineers, Junior Superintendents, Head Clerks from the rural local bodies attended the one-day district level trainings conducted in 71 batches. For the urban local bodies, a single-batch training was conducted, which was attended by 107 participants, composed of Secretaries and Engineers.

The topics covered included Asset Management- Concept and Importance, Asset Register Digitization- Process, Problems and Renewal Methods, Asset

*KILA took the initiative of capacity building programs with the objective of equipping the participants with skills for up-gradation and digitization of assets. A total of 3923, including Secretaries, Engineers, Overseers, Accredited Engineers, Junior Superintendents, Head Clerks from the rural local bodies attended the one-day district level trainings conducted in 71 batches.*





Registers of LSGIs- Inspection and Evaluation of Asset Registers, Future Plan Preparation.

After the training, each LSGI conducted a half-day training for the benefit of the elected representatives and other staff, who did not attend the district level trainings. The LSGIs also prepared a field level action plan for asset digitalization process. Following the training, 99% LSGIs completed the process of Asset Register renewal and submitted the CD to the departments concerned.

**Workshop for Media People**

Critical is the role of media in the effective implementation of decentralization of power. It is important that the public are educated about the basic principles as well as methods and strategies of decentralization, that inspiring models are disseminated and encouraged and that the failures and drawbacks are pointed out. The media can play a decisive role in this. Towards this, the media people need to be informed and oriented. This was the rationale behind the workshop for the media people. The program was attended by 287 media persons from 5 districts in the state.

**Workshop for Volunteers**

During January-March 2011 two-day district level workshops on Panchayati raj were conducted for the benefit of NGO volunteers. The topics included panchayati raj and decentralized governance, local plan and local economic development, role of civil society, CBOs and NGOs, Grama Sabha and regulatory systems. In 10 programs conducted in different parts of the state, a total of 439 NGO delegates participated.

**Module Preparation for Help Desk Members**

KILA conducted a workshop for developing a module for imparting training to the Help Desk members nominated by the LSGIs. The workshop has proposed topics, including the following, to be treated in the training:

- Democratic decentralization: basic principles, vision and methodology
- Formulation, implementation and monitoring of local plans and mobilizing people
- Effective functioning of Granma Sabhas, beneficiary committees and other citizen-based organizations

Towards people-centered sustainable local development: KILA's initiatives and interventions

*t is important that the public are educated about the basic principles as well as methods and strategies of decentralization, that inspiring models are disseminated and encouraged and that the failures and drawbacks are pointed out. The media can play a decisive role in this.*







Towards  
people-centered  
sustainable  
local development:  
KILA's initiatives  
and interventions

- NREGs and Kudumbasree system
- Component plans and social audit

The training would be of 20 hours in three days. Two programs were conducted in March 2011, attended by 170 participants.

#### **Comprehensive Child Development Plan-UNICEF Supported Program**

The local governments in Kerala are entrusted with the responsibility of promoting comprehensive development of children of 0-18 age group. They are shouldered with the responsibility to carry out programs related to child survival, development and maternal health. Isolated and sectoral interventions alone may not be capable of meeting the challenges of child development. These issues can only be addressed based on a comprehensive child development plan. For effective mainstreaming of child development programs, the development needs of children need to be meaningfully integrated in all development sectors, in particular Agriculture, Education, Health, Social Security, Child development, Women Component Plan, Public works, Sanitation, Drinking water and SC and ST development. KILA assisted by UNICEF is involved with efforts to put this noble idea into practice. The project is titled 'Comprehensive Child Development Plan' (CCDP).

With a view to further strengthening KILA's capacity building efforts towards child development, UNICEF has agreed to set up a Child Resource Cell (CRC) at KILA. The ultimate objective of CRC is to provide resource support in child governance for the stakeholders involved in child development in Kerala. This centre will also facilitate local governments to design various capacity building interventions for the effective management of child development programs.

*With a view to further strengthening KILA's capacity building efforts towards child development, UNICEF has agreed to set up a Child Resource Cell (CRC) at KILA. The ultimate objective of CRC is to provide resource support in child governance for the stakeholders involved in child development in Kerala*







CCDP started on 1<sup>st</sup> September 2010 has conducted several programs including:

- CCDP-Master Trainer's Workshop
- Module Development for the induction training of the newly elected representatives.
- District level trainers training at KILA
- Incorporation of a session on CCDP in the induction training program for the newly elected members
- Nearly 20000 elected members of PRIs were given basic orientation on CCDP
- Child Resource Cell initiatives
- Module Development Workshop for the two day training on CCDP

Towards  
people-centered  
sustainable  
local development:  
KILA's initiatives  
and interventions

No	Name of the Training Program	Date	Venue	No. of Participants
1	Comprehensive Child Development Plan-Faculty Sitting-Workshop	19.10.10	KILA	6
2	Comprehensive Child Development Plan –Master Trainers Workshop	13.09.10 & 14.09.10	KILA	27
3	Comprehensive Child Development Plan- Master Trainers Discussion	23.11.10	KILA	17
4	Discussion on child development module with faculties involved in gender budgeting	24.11.10	KILA	43
5	Comprehensive Child Development Plan-District level Trainers Training	01.01.11	KILA	38
6	Child Resource Cell- Brain Storming Workshop	17.01.11	Tvpm	25
7	Comprehensive Child Development Plan- Two Day Module Development Workshop	18.01.11 & 19.01.11	KILA	24
8	Comprehensive Child Development Plan- Two Day Module Development Workshop	24 & 25.02.2011	Cochin	31





Towards  
people-centered  
sustainable  
local development:  
KILA's initiatives  
and interventions

### Outcomes

- Developed Master Trainers on CCDP
- Developed District level Trainers on CCDP
- Nearly 20000 elected members of PRIs were given basic orientation on CCDP
- Evolved CCDP module for the induction training.
- Decided to start Child Resource Cell in KILA.
- Prepared two-day (draft) module for the CCDP.
- Developed script for the video (Draft)

### BRGF Training Planning Workshop

KILA is in charge of conducting capacity development trainings for improving the effectiveness of LSGIs in the BRGF districts of Wayanad and Palakkad. As a preparatory step for planning the training programs to be conducted during 2011-12 period, two workshops were conducted at KILA in January 2011. The programs, aimed at capacitating the participants to prepare the BRGF training proposal, were attended by people's elected representatives and delegates from the District Planning Council, Poverty Alleviation Unit, District Educational Office, District Panchayat and Local Government Department, in addition to members of KILA faculty. The first workshop resulted in the formulation of a draft training proposal, which was presented in the second workshop. The final proposal was prepared incorporating the constructive suggestions that emerged in the two workshops and was presented to the government for approval.





Towards  
people-centered  
sustainable  
local development:  
KILA's initiatives  
and interventions

## OTHER INITIATIVES, EVENTS

### New Study/Research Units in KILA

**K**ILA has initiated the following study/research units for facilitating the development activities undertaken by the LSGIs and improving the quality of trainings related to these:

- Natural resource Management and Eco-re-construction
- Poverty Alleviation and Livelihood
- Development based on Gender Justice

These units are landmarks of KILA's development through the past 20 years. In addition, with the support of UNICEF, KILA has started a Child Resource Center.

### Help Desk

The Help Desk system, composed of experts and created to cater to the emerging needs of the LSGIs with focus on strengthening the decentralization process through information empowerment, has been functioning vigorously. The help line system, operated by the Desk provides prompt answers to questions put by LSGIs. During three reporting period, an average of 15-20 questions were received on a daily basis. These questions were mainly related to:

- Plan preparation, project formulation
- Program/meeting management
- Birth/death registration
- Marriage registration
- Related to Licence
- Related to fixing tax
- Related to public works

Replies to the questions were provided through phone and letter. FAQ was published collecting and consolidating the questions and answers. During 201-11 two volumes have been published. Steps are being taken to provide online clarifications.

### Publications

As part of different trainings, KILA published a series of hand books during 2010-11, including:

- Panchayat Bharana Sahayi. Malayalam
- Panchayat Bharana Sahayi- Kannada
- Nagara Bharana Sahayi
- Samsayangalum visadeekaranavum
- Sevanangal Nibandhanakal (revised version)

*The help line system, operated by the Help Deskat KILA provides prompt answers to questions put by LSGIs. During three reporting period, an average of 15-20 questions were received on a daily basis.*





Towards  
people-centered  
sustainable  
local development:  
KILA's initiatives  
and interventions

- Birth and death registration- Govt. orders
- KILA- 20 years of relentless service
- Training Manual for G.P.Presidents and Standing Committee Chairpersons
- MNREGS- Government Orders
- Handbook for G.S. facilitators
- Anubhava padangal- Palakkad district
- Anubhava padangal-Kottayam district
- Anubhava padangal-Malappuarm district
- Anubhava padangal- Kollam district
- Anubhava padangal-Thiruvananthapuram district

#### **Study Tour Programs**

With a view to fortifying the learning process with personal field experience, KILA organized several study tours for the benefit of people's representatives, officials and KILA faculty members.

- Watershed development, Pune, Maharashtra
- National Child Resource Center- New Delhi
- Sustainable development – Kodakara Block Paanchayat
- Subhiksha program – Perambra Block Panchayat
- Eco-reconstruction and tribal development – AHADS, Attappady
- Green Army and food security – Vadakkanchery Block Panchayat

#### **Consultancy Programs for Policy Formulation**

Along with training, KILA also organized several consultancy programs, including:

- Model Panchayatraj Manual for the Union Ministry for Panchayatraj
- Panchayat Accounts Rules
- Time and motion study connected to MNREGS
- Policy on HIV/AIDs prevention and LSGIs

#### **KILA News Letter**

With the aim of reaching news about KILA training programs and reporting the replicable models created by different LSGIs, KILA published 9 issues KILA News Letter.

#### **Documentaries**

In collaboration with Kerala Film Development Corporation and other agencies, KILA took the initiative to produce a number of documentaries for use as learning/training aid.

- Sustainable Kodakara Development Project
- E.M.S. Housing Scheme
- Improving the effectiveness of decentralized training programs
- Development of weaker sections
- Labor Bank
- Integrated child development program
- LSGIs and health sector
- LSGIs and educational sector

*With a view to fortifying the learning process with personal field experience, KILA organized several study tours for the benefit of people's representatives, officials and KILA faculty members.*







### "A Government at your Door" Program

With the support of the Union Ministry for Panchayatiraj and in partnership with All India Radio Stations and Doordarshan, KILA ventured into the innovative field of electronic media programs. During the reporting period, 14 talks were broadcast by All India Radio and 3 T.V. programs were televised by Doordarshan with the aim of strengthening the Grama Sabhas and disseminating information on the different services offered by the Panchayats.

### Infrastructural Development

During 2010-11 KILA undertook a number of construction works with the aim of improving the facilities for training and enhancing the aesthetic appeal KILA campus, including:

S.No.	Construction work	Cost (Lakh Rs.)
1	Completion of the Library Building	3.89
2	Renovation and maintenance of buildings and equipments	21.16
3	Renovation of kitchen in the hostel	10.92
4	Construction of bio-gas plant	0,90
5	Construction of Anganawadi building	4.01
6	Construction of wall around the newly acquired lot	25.00
7	Construction of International Guest House	83.00
8	Preparation of KILA Master Plan	1.25
9	Construction of toilet neat the Auditorium	1.54
<b>Total</b>		<b>151.67</b>

### Conclusion

The bygone year was a very fulfilling period for KILA. It is remarkable that KILA was able to impart training to as many as nearly 22000 newly elected people's representatives in just three months. This was achieved without upsetting the pre-planned routine programs. This feat was possible because of the support of the elected people's representatives, the political parties and the encouragement of the State as well as Central Governments.

Next year marks the starting of the 12<sup>th</sup> Plan. The State has already announced increased allocations for the LSGIs. The functionaries of LSGIs need to be empowered with updated capacity building interventions. KILA, with enhanced confidence, is in the process of getting prepared to face this challenge. Following are some of the items among KILA's dreams for

Towards  
people-centered  
sustainable  
local development:  
KILA's initiatives  
and interventions

*The bygone year was a very fulfilling period for KILA. It is remarkable that KILA was able to impart training to as many as nearly 22000 newly elected people's representatives in just three months.*





Towards  
people-centered  
sustainable  
local development:  
KILA's initiatives  
and interventions

the next year:

- Completing the construction of the International Guest House
- Building wall for the protection of the newly acquired 5 acre plot.
- Renovation and maintenance of KILA buildings
- Preparation of a Master Plan for the development of KILA
- Preparation of the Organizational Development Report and re-structuring of the staff pattern on its basis for facilitating the coordination and development of KILA and S.I.R.D.
- Setting up new study sections in KILA in conformity with Kerala's emerging development needs
- Setting up decentralized distance learning systems for the continued training of the officials and other actors
- Setting up a natural resource management center at KILA in collaboration with AHADS
- Enhancing the greening of KILA campus and making it more environment-friendly and aesthetically appealing
- Strengthening the relationship between LSGIs and local self-governance department through the use of the State Resource Group
- Planning and implementing programs in consultation with Panchayat Association and Municipal Chamber for strengthening decentralization of power and local development
- Undertaking action-researches for improving local governance and local planning
- Expanding the scope of capacity building programs with the support of the Union Government and International Organizations

KILA wishes to put on record its appreciation of and gratitude for the support and encouragement of all those who have been our friends and associates and all those for whom local democratic governance and development matter.



## KILA TEAM

*President, General Council*

**Hon. Minister for Panchayaths**

Chairman Executive Council

**S.M.Vijayanand I.A.S**

Principal Secretary, Dept. of Local Self-Governments, Govt. of Kerala

*Director*

**Prof. N. Ramakanthan**

### **Faculty Members**

**Dr. Sunny George,**

HUDCO Chair Professor

**Dr. M. Retnaraj**

Assistant Professor, Panchayati Raj

**Dr. J.B.Rajan**

Assistant Professor, Planning, Management and Development

**T.Gangadharan**

Consultant, NRM Cell

**Sureshbabu**

Consultant, NRM Cell

**K. Rajasekharan**

Librarian

**Dr. K.N. Lelithabhai**

Research Assistant

**K.J Kiran**

**Aljo C Cherian**

**M. Deepthi M.U**

**P.N.Pradeep**

Tarining Associates

### **Administration**

**Sunny PV**

Deputy Director

**Sureshan M**

Assistant Director

**R. Girijadevi**

Accounts Officer

**Amaravathy**

Section Officer

**Sri O.S. Mirash**

Computer Programmer

**Sri K.K. Babu,**

C.A. to Director

**K.P. Unnikrishnan**

**Joshy PB**

**NafilaK.M**

**Girish K**

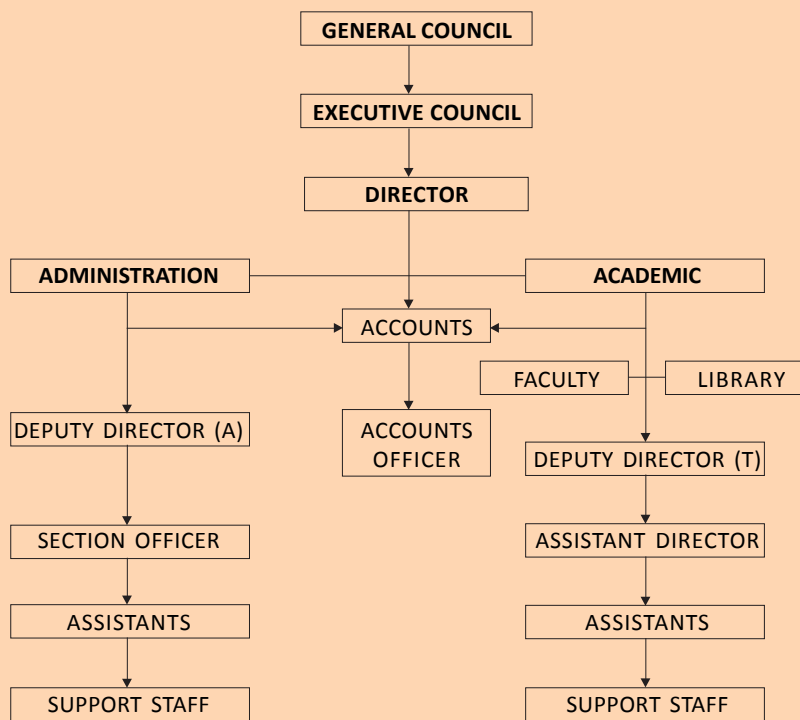
**Vinod K**

Clerks



Towards  
people-centered  
sustainable  
local development:  
KILA's initiatives  
and interventions

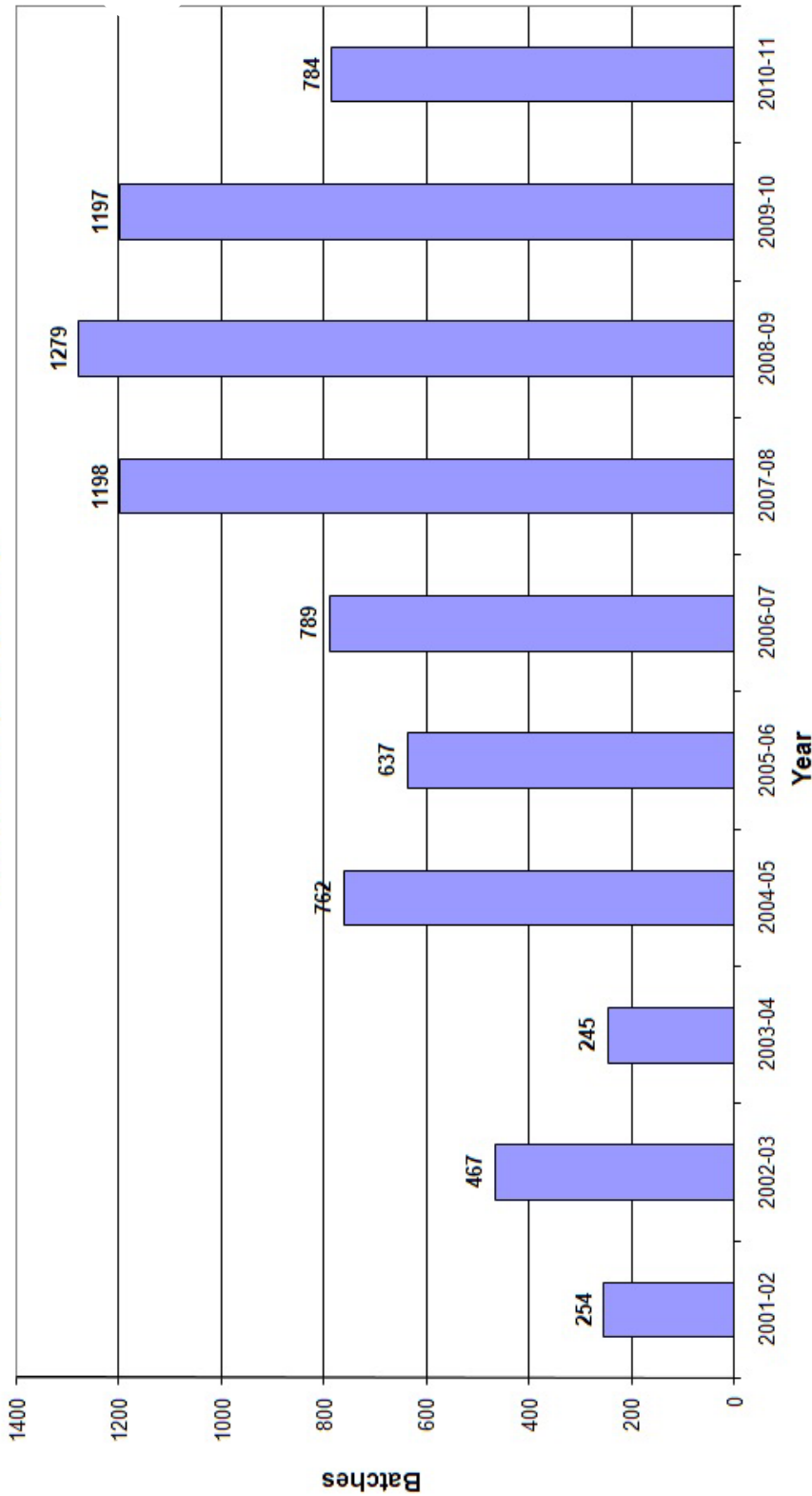
### KILA ORGANOGRAM







**No. of Training Programmes Conducted by KILA during the Years 2001-02 to 2010-11 (Ten years)**



Towards  
people-centered  
sustainable  
local development:  
KILA's initiatives  
and interventions

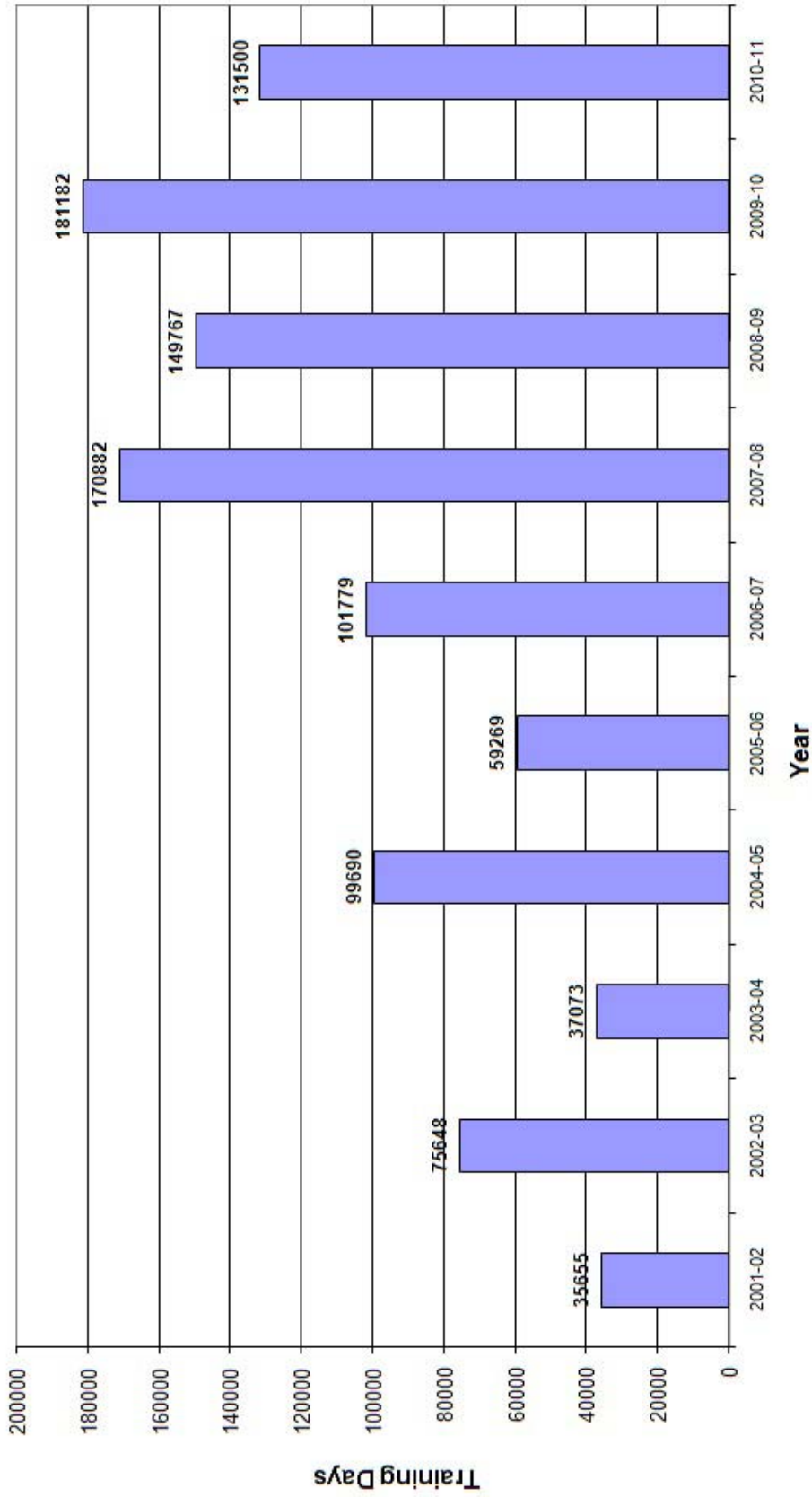




To  
people-centred  
sustainable  
local development  
KILA's initiatives  
and interventions

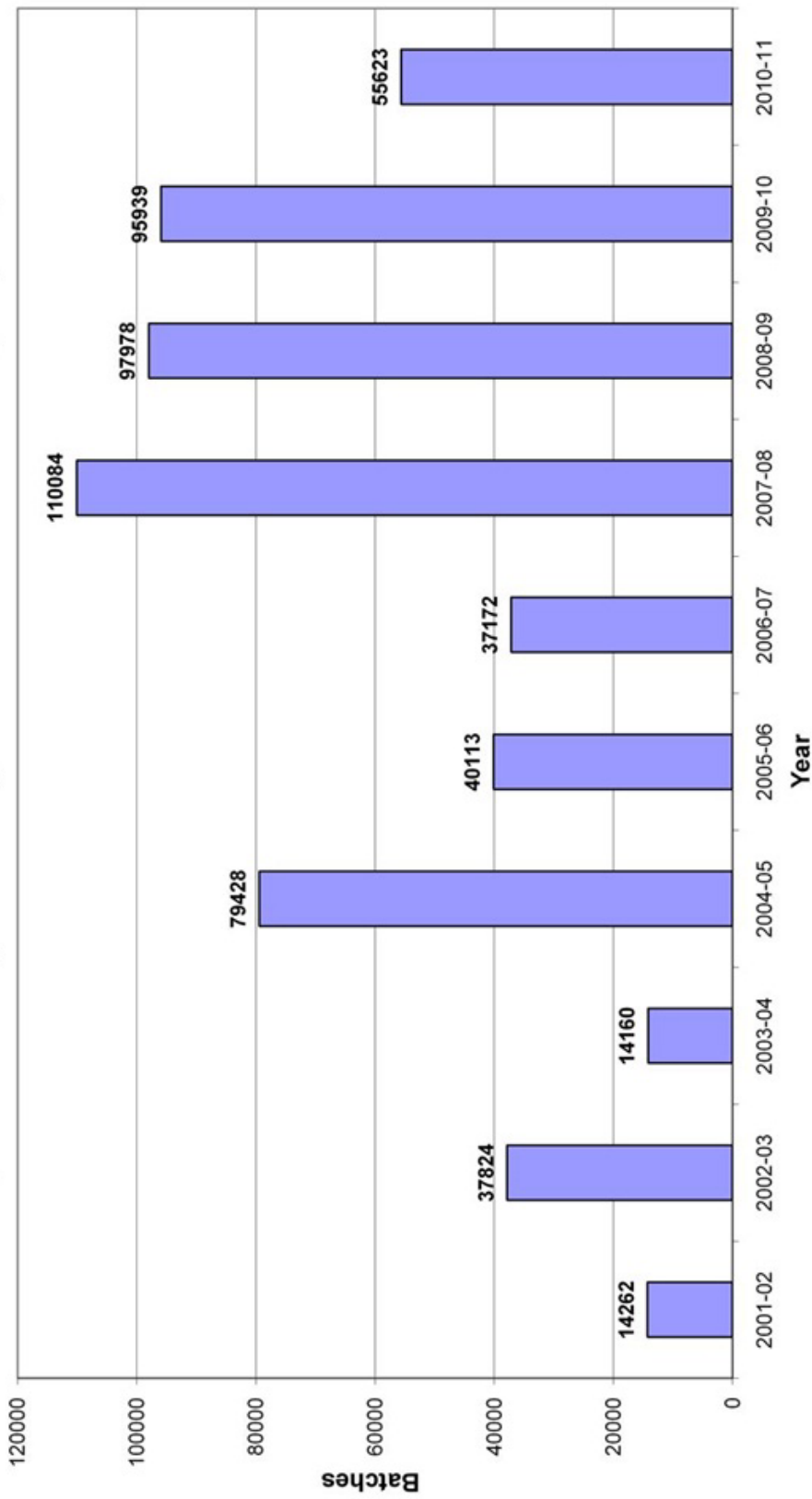


### Number of Training Days During the Years 2001-02 to 2010-11 (Ten Years)





Participants Trained by KILA During the Years 2001-02 to 2010-11 (Ten years)



Towards  
people-centered  
sustainable  
local development:  
KILA's initiatives  
and interventions









Towards  
people-centered  
sustainable  
local development:  
KILA's initiatives  
and interventions

**Audit Report  
and  
Statement of  
Accounts**

**2010-11**





To  
people-  
cer  
sustai  
local develop  
KILA's niti  
and interve



**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 31<sup>st</sup> March 2009 and the Income and Expenditure Account for the year ended on that date attached herewith of KERALA INSTITUTE OF LOCAL ADMINISTRATION (KILA) – THRISSUR. These financial statements are the responsibility of the Management. Our responsibility is to express an opinion on these financial statements based on our audit.

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

Further to our comments, we report that:

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

Subject to :

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

We report that :

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

Place : Irinjalakuda  
Date : 26-06-2009

For K. VIJAYAKUMAR & CO.

*KV*  
K. VIJAYAKUMAR & CO., F.C.A.  
Partner  
CHARTERED ACCOUNTANTS





Towards  
people-centered  
sustainable  
local development:  
KILA's initiatives  
and interventions

**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

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

**1. Basis of Accounting :-**

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

**2. Fixed Assets :-**

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

**3. Depreciation :-**

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

**4. Income Tax/Fringe Benefit Tax Provisions :-**

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

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

Place : Irinjalakuda

Date : 26-06-2009



For K. VIJAYAKUMAR &amp; CO.

  
K. VIJAYAKUMAR & Co., F.C.A.  
Partner  
CHARTERED ACCOUNTANTS



Towards  
people-centered  
sustainable  
local development:  
KILA's initiatives  
and interventions

**KERALA INSTITUTE OF LOCAL ADMINISTRATION, THRISSUR**

**BALANCE SHEET AS AT 31-3-2009**

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

Place : Thrissur  
Date : 26-06-2009

  
DIRECTOR  
KERALA INSTITUTE OF LOCAL ADMINISTRATION  
THRISSUR - 680581

  
Accounts Officer

As per our report of even date attached.

Place : Irinjalakuda  
Date : 26-06-2009



For K. VILAYAKUMAR & CO.

  
K. VILAYAKUMAR B.Com, F.C.A.  
Partner  
CHARTERED ACCOUNTANTS







Towards  
people-centered  
sustainable  
local development:  
KILA's initiatives  
and interventions

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

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





Towards  
people-centered  
sustainable  
local development:  
KILA's initiatives  
and interventions

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

ITEMS	RATE %	WDV AS ON 01-04-2008	ADDITIONS		TOTAL	DEPRECIATION FOR THE YEAR	WDV AS ON 31-03-2009
			UPTO 30-09-2008	AFTER 30-09-2008			
AUDITORIUM	10	132,478.00	-	-	132,478.00	13,249.00	119,229.00
AIR CONDITIONER	15	290,174.00	-	-	290,174.00	43,526.00	246,648.00
ASSET 94-95	10	115,573.00	-	-	115,573.00	11,557.00	104,016.00
BIO-GAS PLANT	10	-	-	126,000.00	126,000.00	6,300.00	119,700.00
BUILDING	10	4,261,837.00	-	31,490.00	4,293,327.00	427,758.00	3,865,569.00
RAIN WATER HARVESTING UNITS	10	-	-	948,870.00	948,870.00	47,443.00	901,427.00
COMPOUND WALL	10	59,779.00	-	-	59,779.00	5,978.00	53,801.00
COMPUTERS	60	108,599.00	803,250.00	1,466,033.00	2,377,882.00	986,919.00	1,390,963.00
ELECTRICAL FITTINGS	10	307,377.00	-	6,725.00	314,102.00	31,074.00	283,028.00
FIRE EXTINGUISHER	15	4,989.00	-	-	4,989.00	748.00	4,241.00
FURNITURE & FITTINGS	10	1,509,785.00	201,791.00	181,800.00	1,893,346.00	180,245.00	1,713,101.00
INTERCOM	15	103,401.00	-	-	103,401.00	15,510.00	87,891.00
KITCHEN EQUIPMENT	15	118,294.00	-	7,500.00	125,794.00	18,307.00	107,487.00
LAND AT COST	0	16,271,078.00	-	-	16,271,078.00	-	16,271,078.00
LCD PROJECTOR	15	408,000.00	-	-	408,000.00	61,200.00	346,800.00
LIBRARY BOOKS	15	3,032,207.00	144,143.00	250,205.00	3,426,555.00	495,218.00	2,931,337.00
LIBRARY BUILDING	0	98,684.00	26,598.00	-	125,282.00	-	125,282.00
MACHINERY	15	251,286.00	14,774.00	-	266,060.00	39,909.00	226,151.00
MOBILE PHONE	15	2,035.00	-	-	2,035.00	305.00	1,730.00
NAME BOARD	15	7,659.00	-	-	7,659.00	1,149.00	6,510.00
PHOTO COPIER	15	17,683.00	102,071.00	-	119,754.00	17,963.00	101,791.00
QUARTERS	10	641,922.00	-	-	641,922.00	64,192.00	577,730.00
STATUE	10	338,805.00	-	-	338,805.00	33,881.00	304,924.00
TELEVISION	15	362,842.00	-	-	362,842.00	54,426.00	308,416.00
TRAINING EQUIPMENTS	15	185,575.00	-	-	185,575.00	27,836.00	157,739.00
VEHICLE	15	529,631.00	-	-	529,631.00	79,445.00	450,186.00
WATER HEATER	15	29,220.00	-	-	29,220.00	4,383.00	24,837.00
<b>IIInd STAGE DEVELOPMENT :-</b>							
BUILDING	10	3,436,660.00	-	-	3,436,660.00	343,666.00	3,092,994.00
ELECTRICAL FITTINGS	10	65,677.00	-	-	65,677.00	6,568.00	59,109.00
FURNITURE & FITTINGS	10	258,953.00	-	-	258,953.00	25,895.00	233,058.00
MACHINERY	15	74,203.00	-	-	74,203.00	11,130.00	63,073.00
LIFT	15	9,340.00	-	-	9,340.00	1,401.00	7,939.00
<b>TOTAL</b>		<b>33,033,716.00</b>	<b>1,292,627.00</b>	<b>3,018,623.00</b>	<b>37,344,966.00</b>	<b>3,057,181.00</b>	<b>34,287,785.00</b>

Note :-

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

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





Towards  
people-centered  
sustainable  
local development:  
KILA's initiatives  
and interventions

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

ASSETS	CURRENT YEAR 2008-2009		PREVIOUS YEAR 2007-08	
	Rs.	Ps.	Rs.	Ps.
<b>SCHEDULE -5</b>				
<b>CURRENT ASSETS</b>				
DEPOSITS - (AS PER SUB-SCHEDULE - III)	151,027,574.00		128,253,198.00	
SUNDRY DEBTORS (AS PER SUB-SCHEDULE - IV)	17,163,151.00		13,818,179.00	
CASH IN HAND		1,482.00		12,822.00
STAMP		42.00		209.00
<b>BANK ACCOUNTS</b>				
CANARA BANK A/C NO. 58840 RGF		1,123.00		1,085.00
CANARA BANK A/C NO. 187		3,420.20		4,290.20
CANARA BANK SB A/C 35194		6,141,035.50		953,156.50
DISTRICT TREASURY - PD ACCOUNT		39,711,526.00		91,666,298.00
DISTRICT TREASURY - TPA 890		15,057.00		13,991.00
INDIAN BANK SB A/C 13086-462111353		5,773,478.00		3,322,555.00
INDIAN BANK SB A/C 19066-AMLSGI		5,474,145.00		5,511,653.00
INDIAN BANK A/C 750589330 PROJECT-UNDP-GOL		Nil		5,206,013.00
INDIAN BANK SB A/C 16337-HUDCO		6,016.00		6,016.00
INDIAN BANK SB A/C NO. PROJECT NREGS-MODULE DEV.		1,074,903.00		539,000.00
INDIAN BANK A/C 778351056-PROJECT ST SURVEY		5,250.00		Nil
CANARA BANK CAPDECK CONSOLDATION		7,298,926.00		2,125,350.00
GRANT RECEIVABLE FROM STATE GOVERNMENT		41,150,000.00		Nil
INTEREST ACCRUED		777,478.00		609,244.00
LIC-GRATUITY FUND		698,703.00		595,879.00
PREPAID EXPENSES		29,535.00		25,603.00
TAX DEDUCTED AT SOURCE		1,653,258.00		1,653,258.00
DEPOSIT FOR LAND (LA THASILDAR)		10,050,000.00		10,000,000.00
<b>TOTAL</b>	<b>288,056,102.70</b>		<b>264,317,799.70</b>	







Towards  
people-centered  
sustainable  
local development:  
KILA's initiatives  
and interventions

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

ASSETS	CURRENT YEAR 2008-2009		PREVIOUS YEAR 2007-08	
	Rs.	Ps.	Rs.	Ps.
<b>SCHEDULE -6</b>				
<b>ADVANCES</b>				
Dr. P.K. MICHAEL THARAKAN	18,000.00		18,000.00	
JAYADEVAN S	99.00		778.00	
JAYAN E.K	2,505.00		Nil	
HCL COMPUTERS	Nil		1,554,246.00	
PRAXIS	6,426.00		6,426.00	
RAMAKANTAN N (DIRECTOR)	4,681.00		2,742.00	
RAMAKRISHNAN, IAS	1,950.00		1,950.00	
RAMANATHAN, H	Nil		1,800.00	
RETNA RAJ	Nil		1,000.00	
SANTHOSH K.S	472.00		Nil	
SANTHOSH, T.A.	Nil		1,300.00	
SIRD,KOTTARAKKARA	482,560.00		450,000.00	
SUNNY GEORGE	7,236.00		Nil	
COSTFORD	13,936,393.00		9,083,782.00	
HUDCO/HSMI	323,000.00		750,000.00	
KERALA ELECTRICAL & ALLIED ENGG. CO LTD	2,503,783.00		2,503,783.00	
KERALA STATE AUDIO V&RC	1,000,000.00		500,000.00	
USHA.T.A	2,948.00		2,948.00	
<b>TOTAL</b>	<b>18,290,053.00</b>		<b>14,878,755.00</b>	
<b>SCHEDULE -7</b>				
<b>OTHER ASSETS</b>				
EARNEST MONEY DEPOSIT-GAS CONNECTION	14,400.00		14,400.00	
TELEPHONE DEPOSIT	10,000.00		10,000.00	
<b>TOTAL</b>	<b>24,400.00</b>		<b>24,400.00</b>	
<b>SCHEDULE -8</b>				
<b>EXCESS OF EXPENDITURE OVER INCOME</b>				
EXCESS OF EXPENDITURE OVER INCOME AS PER LAST BALANCE SHEET	29,784,977.80		30,381,300.80	
LESS : EXCESS OF INCOME OVER EXPENDITURE	1,337,139.00		596,323.00	
<b>TOTAL</b>	<b>28,447,838.80</b>		<b>29,784,977.80</b>	







Towards  
people-centered  
sustainable  
local development:  
KILA's initiatives  
and interventions

**KERALA INSTITUTE OF LOCAL ADMINISTRATION, THRISSUR**

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

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





Towards  
people-centered  
sustainable  
local development:  
KILA's initiatives  
and interventions

## KERALA INSTITUTE OF LOCAL ADMINISTRATION, THRISSUR

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

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





Towards  
people-centered  
sustainable  
local development:  
KILA's initiatives  
and interventions

## **KERALA INSTITUTE OF LOCAL ADMINISTRATION, THRISSUR**

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

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





Towards  
people-centered  
sustainable  
local development:  
KILA's initiatives  
and interventions

**KERALA INSTITUTE OF LOCAL ADMINISTRATION, THRISSUR**

**INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31ST MARCH 2009**

	INCOME	CURRENT YEAR 2008-09		PREVIOUS YEAR 2007-08	
		Rs.	Ps.	Rs.	Ps.
BY	INCOME FROM TRAINING PROGRAMMES ( AS PER ANNEXURE - A)	12,118,339.00		10,996,253.00	
*	GRANT FROM GOVERNMENT - NON PLAN FUND	850,000.00		728,000.00	
*	QUARTERS RENT	20,950.00		26,970.00	
*	INTEREST FROM BANK	1,606,746.00		922,815.00	
*	COURSE FEE - FINANCIAL MANAGEMENT	1,652,500.00		37,700.00	
*	OTHER INCOME ( AS PER ANNEXURE - B)	1,113,186.00		807,172.00	
	<b>TOTAL</b>	<b>17,361,721.00</b>		<b>13,518,910.00</b>	
	<b>EXPENDITURE</b>				
TO	ADMINISTRATION EXPENSES - (AS PER ANNEXURE - C)	8,257,001.00		7,400,888.00	
*	OFFICE EXPENSES - (AS PER ANNEXURE - D)	2,181,027.00		1,849,894.00	
*	TRAINING EXPENSES - (AS PER ANNEXURE - E)	1,041,942.00		405,791.00	
*	REPAIRS AND MAINTENANCE - (AS PER ANNEXURE - F)	806,021.00		503,334.00	
*	OTHER EXPENSES - (AS PER ANNEXURE - G)	681,410.00		494,558.00	
*	DEPRECIATION - (AS PER SCHEDULE - 4)	3,057,181.00		2,268,122.00	
*	EXCESS OF INCOME OVER EXPENDITURE	1,337,139.00		596,323.00	
	<b>TOTAL</b>	<b>17,361,721.00</b>		<b>13,518,910.00</b>	

Place : Thrissur  
Date : 26-06-2009

Director  
DIRECTOR  
KERALA INSTITUTE OF LOCAL ADMINISTRATION  
THRISSUR - 680581

Accounts Officer

As per our report of even date attached.

Place : Irinjalakuda  
Date : 26-06-2009



For K. VJAYAKUMAR & CO.  
K. VJAYAKUMAR & CO. F.C.A.  
Partner  
CHARTERED ACCOUNTANTS







Towards  
people-centered  
sustainable  
local development:  
KILA's initiatives  
and interventions

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

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





Towards  
people-centered  
sustainable  
local development:  
KILA's initiatives  
and interventions

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

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





Towards  
people-centered  
sustainable  
local development:  
KILA's initiatives  
and interventions

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





Towards  
people-centered  
sustainable  
local development:  
KILA's initiatives  
and interventions

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

RECEIPTS			PAYMENTS		
Particulars	Current Year 2008 - 2009	Previous Year 2007 - 2008	Particulars	Current Year 2008 - 2009	Previous Year 2007 - 2008
<b>OPENING BALANCE :-</b>					
CASH	10,031.00	1,836.00	Deposit - Land Acquisition	30,000.00	10,000,000.00
BANK (Including Deposits)	205,477,235.70	228,886,089.70	Addition to Fixed Assets	4,311,230.00	2,018,317.00
BANK - CapDecK Consolidation Phase	2,125,250.00	0.00	Capacity Building Activities	9,290,844.00	8,988,509.00
GRANT from State Govt. ( Non Plan )	-	728,000.00	Repairs & Maintenance	791,608.00	-
GRANT from State Govt. ( Plan )	-	20,000,000.00	COSTFOUND	4,852,611.00	6,043,792.00
Central Assistance - Training - RCDF	5,871,100.00	0.00	Central Assistance - Training - RCDF	4,904,802.00	-
Central Assistance - Empowerment & Accountability- including Interest on Deposit	12,313,418.00	11,434,000.00	Project-Integrated Development Prog.	14,276,995.00	14,829,067.00
Interest on Term Deposit ( Award Fund )	2,929,740.00	350,645.00	Project -BRGP	10,973,893.00	-
CapDecK Project	-	900,722.00	CapDecK Project	129,488.00	-
CapDecK Consolidation Project - Grant from SDC ( Including Interest )	8,099,731.00	2,775,917.00	CapDecK Consolidation Project	2,886,675.00	620,267.00
Performance Audit Trg	1,000,000.00	1,000,000.00	Performance Audit Trg	621,209.00	147,281.00
HUDCO / HSM	1,177,000.00	1,125,000.00	HUDCO / HSM	750,000.00	730,000.00
Dept. of Urban Affairs	1,000,000.00	0.00	Dept. of Urban Affairs	922,596.00	500,727.00
Directorate of Panchayat	300,000.00	0.00	Directorate of Panchayat	220,194.00	162,180.00
IKM, Trissur	301,943.00	1,659,987.00	IKM, Trissur	2,320,153.00	1,822,301.00
Nachiarose, Trissur	88,285.00	620,455.00	Nachiarose, Trissur	289,262.00	96,114.00
Interest on Bank	1,438,212.00	1,306,233.00	LIC Certuity Fund	225,155.00	76,027.00
Training Programme - NREGA	-	-	Training Programme - NREGA	881,823.00	280,237.00
Training to Town Planning Dept	-	-	Training to Town Planning Dept	1,515,351.00	598,231.00
Receipts from various Projects	19,070,543.00	31,132,171.00	Payments for various Projects	22,228,722.00	13,250,258.00
Capital Contribution ( Interest on Fixed Deposit - Corpus Fund )	3,204,200.00	2,730,729.00	Certuity paid	122,331.00	-
Advances	-	28,979.00	Advances	7,373.00	-
Income Tax - Collected	1,564,458.00	366,267.00	Income Tax - Paid	1,304,258.00	367,409.00
Sales Tax - Collected	132,647.00	204,254.00	Sales Tax - Paid	132,647.00	204,254.00
Workers Welfare Fund	26,327.00	20,946.00	Workers Welfare Fund	36,237.00	20,946.00
Profession Tax	56,110.00	48,100.00	Profession Tax	56,110.00	48,100.00
Retention Money	88,281.00	-	Retention Money	-	-
Earnest Money Deposit- Received	14,125.00	27,223.00	Earnest Money Deposit - Refunded	14,125.00	6,000.00
Security Deposit - Collected	85,251.00	7,200.00	Security Deposit - Refunded	59,216.00	317,230.00
Sundry Creditors	9,629,627.00	2,304,202.00	Sundry Debtors	2,496,270.00	11,458,630.00
Income from Training Programmes	12,118,239.00	20,990,253.00	Repairs and Maintenance	806,021.00	497,964.00
Other Income	1,113,186.00	807,172.00	Office Expenses	2,180,074.00	1,841,799.00
Course fee received in Advance	-	631,100.00	Administration Expenses	9,114,090.00	6,833,137.00
Course fee - Financial Management	1,021,400.00	27,700.00	Training Expenses	1,088,076.00	426,347.00
LIC Certuity Fund	122,331.00	-	Travel Expenses	-	8,205.00
Gratuity	50,000.00	-	Other Expenses	681,410.00	495,936.00
Quarters Rent	20,950.00	26,970.00	<b>CLOSING BALANCE :-</b>		
			CASH	1,024.00	13,031.00
			BANK ( Including Deposits )	209,233,527.70	205,477,235.70
			BANK - CapDecK Consolidation Phase	7,298,926.00	2,125,250.00
<b>TOTAL</b>	<b>323,296,270.70</b>	<b>320,239,194.70</b>	<b>TOTAL</b>	<b>323,296,270.70</b>	<b>320,239,194.70</b>

Place : Thrissur  
Date : 26-06-2009

Place : Iringalukuda  
Date : 26-06-2009



Director  
KERALA INSTITUTE OF LOCAL ADMINISTRATION  
THRISSUR - 680581

For K. VIJAYAKUNAR & CO.

K. VIJAYAKUNAR & Co., P.C.A.  
Partner  
CHARTERED ACCOUNTANTS







Towards  
people-centered  
sustainable  
local development:  
KILA's initiatives  
and interventions

