



THE IMPACT ASSESSMENT OF KILA TRAINING PROGRAMME ON CAPACITY BUILDING FOR URBAN LOCAL BODY OFFICIALS

Report submitted by
INTEGRATED RURAL TECHNOLOGY CENTRE, PALAKKAD

Submitted to
KERALA INSTITUTE OF LOCAL ADMINISTRATION

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IRTC

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ABBREVIATIONS

NDA	- No Data Available
FSC	- Finance Standing Committee
DSC	- Development Standing Committee
WSC	- Welfare Standing Committee
HSC	- Health Standing Committee
PWSC	- Public Work Standing Committee
Edu Art & SPO	- Education Arts and Sports Standing Committee
ULB	- Urban Local Body
LSGD	- Local Self Government Department
AMRUT	- Atal Mission for Rejuvenation and Urban Transformation
PRASAD	- Pilgrimage Rejuvenation and Spiritually Augmentation Drive
IKM	- Information Kerala Mission
PPC	- Peoples Plan Campaign

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EXECUTIVE SUMMARY

INTRODUCTION

In 2018, Population Division of the United Nations, Department of Economic and Social Affairs estimated that, 55 per cent of the world's population lives in urban areas. This dynamic change is expected to increase by 68 per cent in 2050, and this will add another 2.5 billion people to the cities. This trend of upward movement in urban population expected to explode only in a few countries, like India, China and Nigeria. India will add 416 million urban dwellers by 2050. (Population Division of the UN Department of Economic and Social Affairs)

The urban population of the world has grown rapidly from 751 million in 1950 to 4.2 billion in 2018. The 21st century has often been referred to as the first urban century. Rapid urbanization has brought both a wide range of opportunities and global challenges. (World vision international - The 21st Century is an urban century)

Urbanization is taking place at a comparatively slower pace in India. Neo-liberalized policies and the advent of free-market capitalism brought a significant role to the private investments in India. According to the 1901 census, the share of the urban population was 11.4 per cent of the total population. This has increased to 28.53 per cent according to the 2001 census. Further, it has gone up to 31.16 per cent in 2011 census. (Census of India). According to the World Bank reports in 2017 the urban population of the country reached 34 per cent. Data issued by the United Nations World Population estimate states that, by 2030 it is expected to increase 40.76 per cent.

The history of urban governance in India begins in 1687; followed by the formation of Madras Municipal Corporation, and thereafter, Calcutta and Bombay Municipal Corporations were formed in 1726. Most of the urban towns

were converted into Municipalities in during the 19th century. In 1882 the Viceroy of India, Lord Ripon who is popularly known as the father of local self-government, passed a resolution of local self-governance, which eventually led to the evolution of the democratic form of municipal governance in India. According to the 1991 census the urban local bodies are classified into the four major categories, namely;

- Municipal Corporation
- Municipality
- Town Area Committee
- Notified Area Committee

As per the Constitution of India, the 74th Amendment act of 1992, the categories of towns are to be designated as Municipalities or Nagar Panchayath with elected bodies. (74th Constitutional Amendment Act 1992)

Over the last two decades, Kerala's experiences in decentralized governance have received international attention in terms of institutional reforms and performance of local governance. It has been considered as one of the most significant institutional reforms in public governance. Kerala adopted a big bang approach in decentralization with the launch of Peoples Plan Campaign (PPC) on 17 August 1996. The process of decentralized planning was part of the 9th Five Year plan, followed by the State Panchayath and Municipal Act in 1994. The uniqueness of the PPC was the substantial allotment of power and resources to the Municipalities. Almost one-third of the state budget was devolved to Municipalities and Panchayath according to the area of their jurisdiction and size of the population. (74th Constitutional Amendment Act).

According to the 2011 Census, the top three urban states in terms of the total population are Maharashtra, Uttar Pradesh and Tamil Nadu. But this doesn't provide much insight into how urbanized the society or state has got more

as a whole. Uttar Pradesh is the second largest in terms of urban population but the majority of its citizens are included under the rural category. In this regard, while analysing urbanization, in this regard, the percentage of the population is a much better method although it is not the best. As per the 2011 Census, the leading urban states in terms of percentage are Goa (62.17%), Mizoram (52.11%), Tamil Nadu (48.40%), and Kerala (47.70%) respectively. Considering that Goa and Mizoram are small states with a small population, it can be inferred that Tamil Nadu is the most urbanized state and Kerala is placed second. (Quora- Most urbanized states in India)

According to the 1991 Census, 26.44 per cent of Kerala's population were included under urban domain. About 138 Non-Municipal towns or Census towns were notified during that period. During the 2001 Census, shares of the urban population of the state slightly declined to 25.96 per cent. It also resulted in a decrease in the number of Non-Municipal towns or Census towns to 101. In 2011 Census, the share of the urban population of the state exploded to 47.72 per cent. It contributed a massive increase in the number of census town from 101 in 2001 to 461 in 2011 census. (Census of India, 1991, 2001, 2011, Handbook).

Under the 10th Five Year Plan, the decentralization programme in Kerala was restructured and named as Kerala Development Plan. In the 11th Five Year plan the name of Kerala Development Plan was yet again renamed as Peoples' Plan Campaign. Irrespective of the changes in the name, Municipalities and Rural bodies in the state are enrolled with sufficient power and financial resources. Since The people's participation campaign functioning of democratic forums such as Ward Sabhas also exists from the State Municipal Act 1994.

Currently, there are 1200 Local Self Governments (LSG) in Kerala which include 941 Grama Panchayaths, 152 Block Panchayaths, 14 District Panchayaths, 87 Municipalities, and 6 Municipal Corporations. Governments are empowered to upgrade Panchayaths as Municipalities and Municipalities as Corporations based on Section 4(2) of the Kerala Municipality Act. Grama Panchayaths are converted to Municipal-

ities mainly based on aspects such as population, the density of population, income, the labour force (engaged in non-agriculture activities), development possibilities of an area, connectivity, basic infrastructure for a new port, airport, railway station, industrial area IT hub and development as a satellite town. The places that are not directly close to cities, it can be upgraded as Municipalities based on factors like getting finance from institutions such as Asian Development Bank. In 2015, 1 Corporation and 28 Municipalities were formed by the recommendations from the delimitation committee. (Kerala Municipality Act 1994).

The urban population in 2011 has crossed one million in eight districts. Among these, the district of Ernakulam district has got the highest urban population and Wayanad district has the lowest. This shows that there is a fast-growing tendency of urbanization in Kerala. This transition has largely occurred during the last ten years. So, we can predict that Kerala will become further urbanised in the upcoming decades. So, this changing tendency of urbanization in Kerala requires more study. Urban Local Bodies manage urban localities of the state and urban governance has acquired a greater relevance. Hence the analysis of urban governance of Kerala in a broad contest of urbanization is important. This study is an attempt to evaluate a particular training programme organized by KILA during 2017 -18 for the Urban Local Bodies of the state. This study tries to explore how far was the training programme was effective, and also to understand the dynamics of urban content in a broad contest.

The training was conducted on 2017 December. It had instituted participants from 87 Municipalities and 6 Municipal Corporations. Officials from Urban Affairs Department were also included. The total participants who attended this training were 390.

As a strategy for of the study, we have selected 6 districts across the state. Information regarding status on urban governance has been collected from all ULBs and the feedbacks of all the trained participants were documented as part of the study.

RELEVANCE OF THE STUDY

The decentralization process met the expectation of the citizens. It gave them more power to participate in the democratic decision-making process. Transparency and accountability are the pillars of the decentralized policy. As discussed above, the trend of urbanization is significantly expanding, in the state which makes urban governance is more relevant in nature. In this context, evaluation of urban governance is pertinent in nature. The assessment of urban governance in Kerala based on a certain indicator of good governance is also significant in this context. Performance of municipality and corporation in mobilizing resources improving office management, quality enhancement of improvement of service delivery system, account management practices, legal administration, undertaking people-friendly initiatives and implementation of rules and regulations have been analysed under the study. Understanding the performance of municipality and corporation in this aspect through this study could help KILA and Local Self Government Department (LSGD) to realise the aspects that need to be strengthened under the urban governance system in Kerala. This study also examines the impact of KILAs training for urban local body officials. The trainees attended the training on urban governances in December of 2017 and May, June, July of in 2018. The knowledge of the participants who attended the training program was evaluated the study. Through this study their opinions were gathered to improve the quality of the training. Their opinion to improve the training, were also collected through the study. Through this study their opinions were gathered to improve the quality of training in urban governance and to make it sharper based on the requirements from the stakeholders.

Government officials on behalf of the state administration are directly involved with the common people. People examine the nature than the response of the officials. Civil rights and law are very relevant for the Municipal institutions. Each decision they make carries legal proceedings. This is made mandatory for step by step verifications. Legality ensures responsive equitable service to the common people. For this purpose, continued training and knowledge updation is required. Improvement of skills

improvement and practical knowledge of legal proceedings can improve the efficiency of the working class. It can provide quick delivery of services. They need to govern and serve the citizens of cities. The focus must be on the adequacy of training in relation to tasks they are oriented. It needs proper concern and care. It is very crucial to give comprehensive training and evaluation of the status and feedbacks.

Municipalities and corporations must be continually aware of the need for training for better service delivery. They should demand for training and update the changes in the law. It can provide the added benefit of having better-trained employees. Sharpening techniques and skills can improve the productivity and it can serve high quality of services.

This study was conducted to measure the effectiveness of the capacity building programme initiated for municipal officials of the Urban Affairs Department and Kerala Municipal Common Service by Kerala Institute of Local Administration. The training sections covered 16 topics under the Municipality Act. The section was mostly participatory in nature. Timely evaluation is needed to measure the effectiveness of training. It can provide both positive and negative impacts. By documenting it, KILA can improve the training sessions and the need from the Municipal officials.

OBJECTIVES

- To understand the status of urban governance in Kerala based on subject domains used in KILAs training for Urban Local Body officials.
- To evaluate the results and impacts of selected training programme of KILA.
- To assesses the effectiveness and efficiency of the selected training programmes, including the methodology, pedagogy and tools used.
- To formulate recommendation on the improvement and modification needed for future training programmes

METHODOLOGY

This study adopted concurrent triangulation mixed method. The study has sourced data from both primary and secondary sources. It has

followed largely on the quantitative method of data collection, including a checklist and questionnaire. It has also intensively relied on both published and unpublished documents in the Municipalities and Corporations. Field visit to a selected number of Municipalities and Corporations have been undertaken and the questionnaire has been administered with 151 selected officials as per the sample.

SAMPLE

Kerala Institute of Local Administration organised its training programme for officials in December, May, June and July 2016-17 and 2017-18. A total of 390 officials participated in the programme. For the purpose of this study 165 officials were selected randomly. The Urban Local Bodies across the state were divided into three zones for the sampling; South, Middle and North districts. From each zone, we selected two districts were selected randomly; Thiruvananthapuram and Pathanamthitta have been selected from the south zone, Middle Zone comprised of Thrissur and Ernakulam Districts from the Middle zone and Kannur and Malappuram have selected from the North zone.

All the municipalities and corporation in the selected districts have been included in the sample. A total number of 4 Municipal Corporations and 31 Municipalities were selected from these three zones as a samples.

All the officials who underwent training under KILA training programme from the selected municipalities and corporation under the study have been selected as respondents of the questionnaire survey. They constituted 165 officials out of 390 training participants of KILA training programme (42%), we could cover 151 out of 165 (92%) targeted population whereas the others were either transferred or promoted to the distant locations.

TOOLS

A checklist based on the stated performance indicators was worked out; this checklist was administered for collecting information about the status of performance of ULBs. This was designed in a way to cover the training objectives and outcomes related to the 16 topics

included in the training programme. In addition to this, an interview schedule was administered among 151 participants to get their feedback about the training. A questionnaire was used at the end of the study to assess the knowledge of participants in the domains they were trained on.

CHAPTERIZATION

The study report is containing 7 chapters. Following are the brief content of the chapters.

Chapter 1:

Introduction and Background

Chapter 2:

Status of Urban Governance in Kerala

Chapter 3:

Context and Methodology of the Study

Chapter 4:

Status and Performance of Urban Local Bodies in Kerala

Chapter 5:

Evaluation of the Training Programme Conducted by KILA

Chapter 6:

Findings and Observations

Chapter 7:

Recommendations and Suggestions

LIMITATIONS OF THE STUDY

- The allotted time line for the study; the data collection time of the study was between February and March. These months were the final months of the financial year for of the local bodies. They were mostly engaged in the works related to the year end. This has created hurdles in availing data sets and information from Municipalities and Corporations, particularly details related to financial matters.
- Transfer of the officials; some the officials who participated in the training were transferred from the selected Municipalities and Corporations. We have collected data from over 25 transferred officials but could not reach in to the other 14 within the time frame. Also, no data bank in the Municipalities and Corporations regarding the transferred officials.

FINDINGS AND OBSERVATIONS

The study is primarily divided into two sections. The first section dealt with the aspects of performance of ULBs in training. It has examined the aspects of performance of urban local bodies in Kerala. The second section was an attempt to evaluate the impact of KILA's training on trainees. The effectiveness of the training materials and training sessions were evaluated in the first part of the section, while the knowledge of trainees was assessed in the second part of the section. The major findings of the study are summarised below.

PERFORMANCE OF URBAN LOCAL BODIES IN KERALA

- Tax collection in Municipalities and Corporations are constant from 2016-2017 to 2017-2018. Municipalities, that have included in this study, do not show any significant change before and after the training. Most of the Municipalities had shown an average performance in both years. It is found that in 2016-17 numbers of municipalities who collected tax between intervals of 81-90 was 28.57%. While it declined into 25% in 2017-18. Corporations also have the same trend and not show any considerable improvement before and after the training.
- The municipalities with tax collection above 90% are two (Iritty and North Paravur) in the period of 2016-17 and later in 2017-18, increased to three (Iritty and North Paravur and Valancherry). Before the training period, the number of municipalities with more than 80 present tax collection is 8 which turned into 7 and tax mobilisation below 60% increased from 15 to 16 municipalities after the training.
- The above findings indicate that the further trainings of KILA would have to focus more on the relevance of tax collection in improving the overall performance of urban local bodies.
- All the Corporations and Municipalities are take initiatives to improve tax collection. Sending notice to defaulters, reading names of defaulters in Ward Sabha, special camps, special announcements and legal actions are the special activities taken by ULBs for tax collection. The data indicates that all the municipalities and corporations were doing involve in all other special initiatives for tax collection except taking legal actions against defaulters. Whereas corporations could not take initiatives for tax re assessment. However, lack of initiatives from corporations for tax reassessment might have made a larger impact on their income from tax revenue.
- The trend of the data show that the initiatives of the municipalities for taking legal action against defaulters that show a declining tendency. In 2016-2017, 90 percent of the municipalities could initiate actions against defaulters. Whereas this has been reduced to 79% in 2017-18.
- The reduction in taking legal action against defaulters might have a negative impact on tax collection. As we have discussed above, there was no significant improvement in the tax collection of ULBs before and after training. Reduction in legal action against the defaulters may be one factor which would have led to the stagnation in tax collection of ULBs. This indicates the need of special sessions in the trainings of ULBs which could give more emphasis to the relevance of taking legal action against defaulters.
- Tax reassessment is not conducted in any Municipal Corporations. This lacuna makes huge loss to the Municipal Corporations. At the same time Municipalities has taken better initiatives for tax reassessment. And this has made positive impacts on their financial status.
- Eighty seven percentages of the Municipalities are taking initiatives for tax reassessment, and this was the same during 2016-17, 2017-18. The remaining 13 percent could not take any action in this direction.
- About 94 percent of the Municipalities take initiatives for improving the collection of unpaid tax. In the case of Corporations all of them take initiatives for collecting unpaid tax.

The overall trend of tax collection of municipalities and corporations do not show an improving tendency. Lack of initiatives for taking legal action against defaulters may be one pertinent factor behind this. Along with these, the lack of initiatives from municipal corporations for timely re assessment of taxes would also be making huge loss to them. However, the findings on taxation underscore the relevance of more strategies in trainings for urban local bodies to convince them about the relevance of tax collection in the financial survival of ULBs. These findings also have implications on the nature of training provided to officials. Initiatives for improving tax collection require a collective effort both from elected representatives and officials. The role of finance standing committee is paramount in this regard. Hence, joint trainings of elected representatives and officials may be fruitful in making real impacts in the field with matters such as tax collection rather than the trainings only focused on officials.

- ULBs have multiple ways for improving their non-tax revenue. Rent reassessment, initiatives for creation of additional space for rent and imposition of additional fee are important among them.
- Fifty two percentages of Municipalities have taken initiatives for creating additional space for rent in 2016-17 and it has improved to 58% in 2017-18. In the case of Corporations all of them were taken initiatives for create initiatives for additional space for revenue generation. And it has shown the same trend over the two years. A good number of municipalities do not utilize a prominent source of revenue by creating additional space for rent.
- The picture of initiatives taken by the municipalities for rent reassessment shows a better performance. 90 percent of municipalities could take initiatives for reassessing rent of the building owned by them. While all the corporations have taken action in this regard. This would have reflected in the income enhancement of ULBs across the state.
- The data on initiatives for improving not tax revenue by the ULBs shows majority of

them have taken positive initiatives in this direction. At the same time, around half of the municipalities could not take initiatives for creating additional space for rent, imposing additional fee as penalty against default payments. ULBs have shown better performance in terms of reassessing the rent of the buildings and spaces owned by them. This data indicates the need for more training which could highlight the potentials of ULBs in generating non tax revenue. Further trainings of KILA can give more emphasis in this direction.

- In the case of imposition of additional fee as a penalty, 52% of the Municipalities are taking initiatives and this trend was the same over the two years. In the case of Corporations, in 2016-2017 all of them had taken initiatives for imposing additional fee as penalty while this has decreased to 75 percent in 2017-18. Here also the trend shows that around half of the municipalities are reluctant to take strict actions for collecting revenue by imposing of additional fee as penalty.

Initiatives for improving the Efficiency of Urban Governance

- The study has analysed the initiatives taken by the ULBs for improving urban governance system across the state. There are five different components of urban governance system have been analysed in the study. These are; initiative taken by the ULBs to improve the quality of office management, system for reviewing the daily attendance, frequency of different standing committee meetings and meetings conducted in transferred institutions.
- The total picture of initiatives for improving the quality of office management system is optimistic. The computerisation and functioning of front office system might have contributed the local bodies to make the office management system more effective. At the same time it is worth mentioning that more than 3 of the municipalities lag behind the efforts to improve the quality of office management system. In case of action taken

reports on files, 27 out of 31 Municipalities have taken initiatives for the same. Three out of four Corporations took initiatives for action taken reports on files. Monthly review and computerisation of files need to be improved. Out of 31 Municipalities 27 Municipalities have taken initiatives for conducting monthly review and computerisation of office management system. Three corporations have taken action on the same manner.

- Data shows that transparency in the movement of files needs more attention. Out of 31 municipalities, 18 municipalities provide information about file movement whereas 12 municipalities could not give the information's to the public. In case of corporations three out of four corporations ensure transparency in the file movement. This indicates that the file movement system needs to be more transparent in one third of the municipalities. This also underscores the relevance of more focused trainings in the aspects of transparency and accountability to the people.
- The study indicates that the system to review timely attendance of staff in urban local bodies is not updated. It is noticed that 28 out of 31 Municipalities are still following attendance register system for maintaining attendance records. Only 3 Municipalities via Thaliparambu, Thalassery and Attingal follow biometric system. Among the corporations only Kochi Corporation follows punching system. The above data shows that majority of the ULBs are still reluctant to implement systematic and easily monitoring attendance system in their offices. This would naturally acts as a hurdle in improving the efficiency of office management system.
- Elected representatives and councils have a key role in implementing better office management and attendance maintaining system in ULBs. And this can also be implemented only as a part of political decisions. Hence, while KILA include such topics in the modules of training joint trainings for different stakeholders would be more effective than the specified training for officials.

This again indicates the need of a paradigm shift in the training approaches of KILA. Particularly, the trainings including the steering committee members of ULBs and the officials holding the decisive positions would make more impact than the present strategy of training.

- The data provides information on various meetings conducted in ULBs. It would help us to make a comparison before and after the training. Frequencies of finance standing committee have improved after the training. In 2016-2017, 10 Municipalities were conducted meetings between 15 to 25 meetings in a year. This has improved into 13 in 2017-2018 after the training. Data on the corporation shows there is a static trend before and after the training.
- The frequency of development, welfare, public work, education-art and health standing committee meetings were slightly improved in Municipalities after the training, while Corporations follow a static trend in this regard. The frequency of steering committee meetings decreased to below 10-15 meetings in a year after the training. This requires considerable improvement. At this time Corporations have improved the number of steering committee meetings after the training.
- Number of standing committee meeting of municipalities and corporations showing a satisfactory trend, while the number of steering committee meetings has shown a declining trend in the municipalities. Steering committee is a system envisaged to improve overall governance of municipalities and corporations. This system is also expected to improve the coordination mechanism between standing committees and their functionality. The findings of the study indicate the need for more concentrated trainings by highlighting the relevance of steering committees in the overall governance of ULBs. As we mentioned in the other cases, it is better to organize joint trainings of elected representatives and officials in the subject as well. Along with this also underscores the relevance of steering committee wise and standing committee

wise trainings under the leadership of KILA by including respective officials and elected representatives.

- The data provides information on various transferred institutions under ULB's. Most of the municipalities and corporations conducted 1 to 5 meetings in a year. Still few of the municipalities were also conducted above 10 meetings in a year. Agriculture, Health, Public education were recorded comparatively, a few number of meetings in a year. The most struggling sectors are Agriculture and Health institutions which need to improve their number of meetings for the better functioning.
- The study indicates that statutory audits are regularly conducted in all municipalities and corporations. This is reflected in the case of local fund audit and performance audit as well. However reflections from the assessment of trainees indicate the training sessions on audit were effective in nature. This indicates the need to improve the training sessions on audit. Hands own sessions by linking the actual sessions which can provide practical knowledge to them may be better than lecturing sessions regarding the trainings on audit.
- This study has done an evaluation of initiatives taken by the ULBs for urban beautification. Initiatives taken to identify unauthorised constructions, action taken on unauthorised constructions and buildings, initiatives for urban spatial planning and urban beautification were the components included in the session.
- Data shows that the initiatives of corporations in identifying illegal constructions are similar before and after the training. Three out of four could take actions against unauthorised buildings. This may be because of the potential for the mushrooming of unauthorised buildings are high in corporation areas.
- The study indicates that the training has made some impacts on municipalities in identifying unauthorised buildings. About 24 Municipalities have taken initiatives to identify unauthorised constructions in the year of 2016-17. And this has increased to 30 in the year of 2017-18. It seems there is significant change occurred after the training in terms of identifying unauthorised buildings. While we come to the case of action taken by municipalities, since there is a slight difference in the identification of unauthorised buildings and action taken against them. For instance, the number of municipalities who have taken action against unauthorised buildings was 24 in 2016-17 which has increased to 27 in 2017-18. Three municipalities who have taken initiative for identifying unauthorised buildings could not take action against the same.
- The study proposes that more training based on modern technology such as GIS for identifying and monitoring unauthorised building in ULBs can be provided to the officials in the respective domain. Next round of KILA's training can be improved by including session on use of advanced technology in urban planning and governance.
- One limitation felt during the field work is that all the records related to identification and actions on illegal building construction were not transparent in nature. Hence, there may be some discrepancies between the data provided by the municipalities and corporations and actual situations of illegal buildings in the field.
- The performance of corporations on urban beautification has shown a satisfactory picture while comparing that of municipalities. Three out of four Corporations Viz. Thiruvananthapuram, Kochi and Thrissur were taken urban spatial initiatives in before and after the training.
- About 51 percent of the Municipalities have not taken steps for beautifying towns in 2016-2017 financial years. And this has decreased to 41% in 2017-18. This shows that training could not make much impact on urban spatial planning to make their environment more people friendly.
- Spatial planning is the complex ideas which need more expertise and support for urban

local bodies. This may require deeper training and frequency of training may also be required for improvement.

- The data shows that majority of ULBs had taken initiative to identify unauthorised constructions in their area. While that higher rate is taking actions against unauthorised buildings. In case of Municipal Corporations their status is slightly better than Municipalities. But corporations could not take sufficient initiatives for urban beautification suited for their environment.
- The present study highlights that majority of the Municipalities does not follow the process of spatial planning. Urban spatial planning could be initiated by systematic urban planning with technical expertise. Political will is also a prerequisite for spatial planning. This underscores the fact that more detailed training on necessity and methods of spatial planning is needed in urban locations of Kerala. Hence the urban governance division of KILA need more detailed programme for the necessity and methods of urban planning. Special training programmes can be arranged in the topic of spatial planning.
- The findings of the study indicate that ULBs could make slight improvement in the areas of identifying unauthorised buildings. At the same time, they have to advance to more open space in the areas of urban beautification of spatial planning. As we mentioned above, these two could be major areas on urban beautification which require special emphasis on further training.
- People friendly urban governance system is the central pillar of grass route democratic system. Front office system, service boards, resting facilities for citizen, ramps in buildings, provisioning of drinking water and installation of complaint box were the components included in the session.
- Front office could make the office friendlier to the people. It is widely noted that the front office has helped to improve the quality of service delivery provided through ULBs. All the corporations have renovated their front office in 2017-18. And 70% municipalities could take this initiative. This

is showing a positive trend of initiatives by the ULBs for making their services people friendly.

- Data shows that all corporations could take up initiatives to update the service boards, but most of the Municipalities could not do that even after the training.
- The study indicates that only one municipality and corporation could provide barrier free environment to the old age and differentially abled people by establishing ramps in the office buildings. No other municipality and corporation took such initiative. This point out to the fact that municipalities and corporations are lagging behind in addressing the physical difficulties of vulnerable groups such as old age and differentially abled. This also indicates the need of special training on training sessions of KILA about the requirements of vulnerable groups within the jurisdiction of ULBs.
- Findings of the study explains that the toilet facilities are well innovated and maintained by all Corporations and Municipalities. But not a single initiative taken by any municipalities/corporations for the establishment of transgender friendly toilets is found in such buildings. This also reflects that the needs of the minority groups are not reaching into the agenda of ULBs.
- The data on people friendly governance system in nut shell indicates that ULBs have largely succeeded in making arrangements for front office system, construction of toilets and providing drinking water and sitting facilities for citizen. However they could not succeed in the aspects of introducing token system, arranging recreational facilities and introducing special facilities for vulnerable groups and updating of citizen charter and organising public education based on that. In brief, ULBs could partially follow the concept of people friendly office system where as they have to cover more in this direction. Since, public offices are expected to built for serving people making offices more people friendly is the basic element of upholding democratic rights of the people. Hence, KILA can think of more deeper trainings jointly to the elected rep-

representatives and officials related to ULBs. Since the official system of ULBs is not limited to municipal and corporation offices making all the transferred institutions of ULBs people friendly could be the prime agenda of trainings related to urban local bodies. In this context, all the institutional heads, related standing committee members, municipal/corporation heads could be included in the extended trainings.

- E-governance initiatives are the prominent initiatives which can help the ULBs to make their services more people friendly. Initiatives for E-tender, provisioning of certificates through E platform and e payment systems are the components included in this system.
- The data shows that almost all municipalities and corporations have been followed by e-governance successfully. This also provides opportunity for file tracking. This helped to avoid the mystery of governance process and made it more transparent in nature. This is also led to avoid the bribery and red tapism involved the service delivery through the offices. Notwithstanding the fact that the all Municipalities and Corporations provide e-governance facilities, knowledge and application of these services are not reached to all officials. It concentrates on particular persons in the office. This indicates the need of wider training on E governance to all the staff in municipalities and corporations. It is also pertinent that all the work related to E governance can be circulated among all the officials except staffs with particular expertise.
- Along with the people friendly local governance system, creation and protection of public spaces are more important in ULBs. Construction and maintenance of parks, old age homes, gardens, play grounds, foot paths, green spaces, bus stands and feeding rooms are the components included under the session.
- The study shows that all of the Corporations could initiate for establishing parks, while majority of the Municipalities could not do the same. Out of 31 Municipalities 17 municipalities could not initiate for the protection and creation of the public spaces. Corporations could create public spaces more than Municipalities. Majority of the corporations had initiated steps to protect parks, footpaths, old age homes and gardens. At the same time municipalities could not take up these initiatives. Green space and social forestry are new concepts which had initiated in three corporations viz. Thiruvananthapuram, Kochi and Thrissur. In case of Municipalities, 17 out of 31 Municipalities initiated for the creation and protection of green space and social forestry. From the data that we can conclude that there is no separate feeding rooms there in both Municipalities and Corporations.
- The overall performance of municipalities in creation of public spaces indicate that majority of them could succeed in construction and maintaining parks, garden, old age homes and foot paths. The KILA's training on urban governance might have given a push to the initiative of ULBs in this direction. However they could not succeed in taking up the concept of creation of green spaces in urban agglomerations, social forestry and construction of feeding rooms for lactating mothers and construction and renovation of bus stands. The responses show that urban greenery and bringing gender concerns in urban development are the areas quite new to the ULBs. Hence they require more focus in KILA's urban training programme on the aspects of urban greening and bringing gender concern in development.
- Performance of plan implementation and fund utilisation of urban local bodies could be two main indicators for evaluating them. There are general plans, woman component plan, special component plan and allocation and expenditure for children which can be included under the head of plans.
- In the case of general plans the performance of ULBs has shown a significant improvement after training. The number of Municipalities who have spent general fund in the percentage interval of 80-100 increased from 9 in 2016-2017 to 16 in 2017-2018. The number of municipalities who have

shown higher level of performance; 90-100 percentage interval has increased from 5 in 2016-2017 to 13 in 2017-2018.

- The trend of corporation is also progressive in nature. In 2016-2017, 3 out of 4 corporations were lying in 0-60 percent category where as this has decreased to 1 in 2017-2018. At the same time 1 corporation raised their general plan fund spending in to the percentage interval of 80-90 which was not during 2016-2017.
- The data on utilisation of woman component plan (WCP) shows a declining trend while comparing before and after the training. ULBs have shown poor performance in their spending WCP. In 2016-2017 the number of Municipalities lying under the category of 0-60 percentage interval in terms of fund utilisation which was 8 further increased to 17 in 2017-2018. At the same time the number of Municipalities who were lying in percentage interval in between 80-100 was decreased from 13 in 2016-2017 to 7 in 2017-2018. This indicates that number of municipalities spend more money on WCP has gradually decreased and the number of municipalities spend less allocation on WCP has increased even after the training. In the same time corporation have shown static tendency in spending of woman component plan. The findings of the study indicate that KILA's training could not address gender aspects of urban governance. KILA has recently initiated a programme for gender friendly Panchayats and this may have to percolated to ULBs as well. This is also point the need of special training on engendering urban governance in the leadership of KILA.
- The allocation fund for children, in Municipalities shows a static trend across the two financial years. In 2016-2017 13 municipalities were under 0-60 percentage category in utilising fund for children. The same number also repeated in 2017-2018 under this category. At the same time municipalities lying under 80-100 percentage category were increased from 12 in 2016-2017 to 14 in 2017-2018.
- The data on special component plan show that there is an improvement in the expenditure special component plan in the municipalities and corporations. The number of municipalities lying under 0-60 percent interval was 16 in 2016-17 which further decreased to 10 in 2017-18. It is interesting to note that municipalities who have shown higher performance in spending under special component plan (80-100 percentage intervals) also increased during the same period. The same tendency can also be seen in the case of corporations as well.
- Fund utilisation of corporations for children has shown a gradual decrease. The number of corporations lying 0-60 category were 2 in 2016-2017 which has further increased to 3 in 2017-2018. The data on spending of fund for children in ULBs is also showing stagnant trend. During the study we could not observe remarkable instance on child friendly governance except child friendly library initiative in Chalakudy Municipality. Since KILA has good experience on training in the local bodies on Child friendly initiatives, they could give a special training to the all ULBs on child friendly urban governance. This component can also be included in child friendly governance programme.

Trainees' response on the training programme

The study had collected data from 151 trainees across the state. Some of them could not give response to many questions. Hence the number of responds in each question would be varying in accordance with the actual responses given by the respondents. The numbers of respondents who have not given answers to specific question were included in the category of No Data Available (NDA) and this has been shown separately in each table.

Trainees' responses have taken about the content of the handbook, slide presentation, group interaction and self-learning activities. The second session of this has covered the assessment of knowledge of trainees on the domains of training.

- Response of the trainees on handbook: -
The trend of responses show that quality of

the handbook was above average in nature. One hundred and thirty three out of 141 (94%) respondents told that it was excellent and good, while only 8 of them told it was average.

- **Methods and Communication:-** Majority of the respondents told that methodology adopted and the way the ideas communicated in the handbook was attractive. One hundred and thirty nine out of 141 (99%) respondents told that the method and mode of communication was excellent. The overall responses on the quality of handbook points towards the quality of training preparations and the good layout of handbook.
- **Efficiency of training sessions:-** There was a question to understand the feedback of respondents in the aspect that whether the training sessions were efficient enough to achieve the training objective. One hundred and twenty three respondents out of 142(87%) told that the training sessions were capable to attain the training objectives, while only 19 (13%) of them told the sessions were not efficient enough to fulfil the objective of the training. The data shows the training sessions in general were efficient to deliver the ideas incorporated in the training modules.
- Majority of them cover them could realize the training expectations. This indicates the need of more in depth training on urban governance to the stakeholders of ULBs. Since the emphasis of KILA is more on training to the rural local bodies, more extensive training programme is needed to the ULB stakeholders.
- **Quality of slide presentations:-** The data reveals the perspective of participants about the quality of slide presentations used in the training sessions. It can be found that 138 out of 143 (97%) responded cases mentioned that the contents of the slide presentation were good and excellent (good and excellent, while we take excellent and good together in single category). The good responses on quality of slide also indicate that a good amount of homework has done for ensuring the quality of slide. This reflects the fact that KILA is investing quality human resource in developing training materials.
- The other indicators on sessions were whether the presenter could finish the presentation within the limit of allotted time. Eighty one out of 135 (60%) responded cases told that the training sessions finished within allocated time. At the same time 30 respondents (22%) told that presentations have taken excess time to finish. This indicates that the time utilisation presentations need to be improved.
- The other question about the session was whether the content of the slide followed by the presenters in the session. The data indicates that 101 out of 129 (78%) respondents told that the presenters could follow the content of the slide in their presentation rather than providing additional lecture out of the text. At the same time only 27 (21%) responded that the presentations could partially follow the content of the slide. This points towards the quality of training provided by KILA to the master trainers through their programmes for Training of Trainers. This would have helped in conditioning the master trainees to act according to the training objective and time allotted for their sessions.
- **Perspective on quality of group activities:-** the responses on quality of group learning and self learning activities indicate that 83 out of 127 (65%) responded that the group activities and self-learning activities kept good quality. At the same time 44 out of 127 (35%) has expressed their dissatisfaction in the quality of self-learning and group activity sessions. This response points towards KILA has to do more homework to make the group and self-learning activities become attractive. Lack of good facilitation in groups and absence of effective mock group exercises in trainer's training may be the ineffectiveness of group activities. Since the group activities provides more responsibilities to the participants rather than the trainer. Its objectives and the pathways should be clearer to the faculty team.
- Along with these the findings of the study indicates that majority of the participants'

opted slide as attractive mode of communication trainings. One hundred and eleven out of 135 (85%) has recorded this opinion. While 25 out of 135 (19%) opted group activities as an effective mode of trainings. This also corroborates that majority of the training participants opt traditional methods such as slide presentation as an effective mode of communication in training. There may be different reasons for this trend. One pertinent reason may be since the slide could give more direct inputs and information to them; they would be interested to opt sessions which could provide direct practical inputs to them. The other reason may be related to the behavioural psychology of participants in the training. All of the participants included in the training are the officials. They are habituated to do the routine works in the offices by sitting in the same postures for long time. Hence the slide presentations may be providing convenience to them to follow their routine sitting postures in trainings too, which in turn would not create any challenge or risk to them? Since group and self learning activities are breaking the nature of their routine activity, most of them would not be interested to opt that. These create more challenge to the training team. Hence, training team of KILA has to do more preparations while planning group activities in the training of officials which would break their routine pattern of functioning.

- There was a question in the evaluation study to opt five best and least useful sessions by the participants. We have given preference for selecting effective five sessions and select five ineffective sessions for each participant. The table was prepared based on the higher preferences of participants.
- The study indicates that sessions on urban administration, official duties and responsibilities, tax fixation and appeal, right to information – service right and citizen chart and committee system are the best five sessions opted by the participants. Responses indicates that accounting and auditing, suit, urban administrative session, project planning and implementation and

Best Five attractive Sessions	No of responses	Least Five attractive Sessions	No of responses
Urban administrative session	87(58%)	Accounting and auditing	58(38%)
Official's duties and responsibilities	78(52%)	Suit	58(38%)
Tax fixation and appeal	62(41%)	Urban administrative session	44(29%)
Right to information-service right-citizen chart	51(34%)	Project planning and implementation	43(28%)
Town administration and committee system	46(30%)	Town planning, construction rules and permission	42(28%)

Table 1: Five best and least attractive sessions

town planning construction rules and permission are the five least attractive sessions opted by participants based on the quality of sessions. It is interesting to note that the session on urban administration got place both in best session and least attractive session. Eighty seven participants opted it as a best session, while forty four of total participants opted it as a least good session.

- This evaluation is providing valuable inputs for planning further training of KILA for ULBs. Various reasons might have help for making these sessions more attractive in nature. Quality of the trainer, way of teaching, interaction of group members, quality of presentations and keeping prompt time frame for presentation may be the factors that could have made the presentations more effective. Along these factors almost all subjects covered in the sessions are closely related to the day to day functioning and lying under the responsibility of officials. This may be the one major reason for opting the above mentioned session as the best five sessions.
- Various reasons can be pointed out for the ineffectiveness of the sessions. These subjects are except from the urban administrations which are not closely associated to the

day today affairs and responsibility of general officials. Each of these subjects is handled by specific officials allotted to handle them. Among these some of them are lying under the heads of officials from the professional background. The subject such as suit and public works are lying under this category. Hence the officials from the general category may not have interest in attending this session.

- This underscores the fact that training sessions which are not directly related to the general officials either be restricted or it has to be made more attractive in nature. Apart from this data also indicates the need of special training for officials who are handling specific subjects in ULBs. Lack of clarity in presentations, complexity of technical issues included in the presentations, poor quality of presentations, inefficient time management can be the causes of ineffectiveness of this sessions. The training team of KILA can initiate more discussions on why these training sessions are marked as poor sessions. Remedial and corrective measures based on this feedback can be initiated by KILA.

Initiatives taken by the officials after the training

- The effectiveness of the training programme can be assessing through the evaluation of the initiatives taken by the trainees after the training for implementing the ideas delivered in training.
- Most remarkably officials self-recorded that that it has improved the speedy movements of the files. About 58 % of the officials approved that it helped them to improve the fast movement of the files.
- The second change, happened as the result of the training was the transparency in the office work. About 57 percent participants agreed training has influenced them in making a people friendly environment in the offices. Fast service delivery was the third result of the training. Upgrading of office activities and management system spotted fourth and fifth position is the results

of training. More than 50% participants marked the training has brought changes in this areas.

- The least impacted areas of training marked by the participants are; evaluation in standing committee meetings, improvement in plan implementation and its evaluation. There are some common trends which can identify from this. These subjects are more complex and also linked with the political decisions in the ULBs. They also linked with the better performance of standing committees, which is closely affiliated to the political administration. This highlights the need of joint trainings for officials and elected representatives. This point out a directional change in the KILA's training approaches and selection and composition of training participants.

Knowledge of trainees on domains of urban governance

- The training was focussed on different domains of urban governance, particularly components related to municipal act. Hence the evaluation of level of knowledge of training participants is quite relevant. Questions related to various components of municipal act and its amendments, tax collection, audit, and mandatory services were included in the questionnaire.

Knowledge of trainees on Municipal Act and its Amendments

- One major training session was focussed on introducing the major provisions related to Municipal Act and its amendments. This section expected to measure the minimum level of understanding of all participants.
- This section covered four questions related to Municipal Act and its Amendments. They were about the year of major occurred to municipal act, identifying elements not related to constitutional elements, identifying amendment which lead to the formation of ward committee and to identify the act which has not got cancelled through the establishment of town planning act.
- The data show that overall 72 percent of trainees were attempted these questions under this section. Remaining 28 percent

could not attempt these questions. Only 58 percent of the respondents marked the right answers, while the remaining 42 percent does not have accurate knowledge on these topics. This indicates the fact that the basic understanding on Municipal act and its components. The findings of the study emphasize the fact that more detailed trainings need to be undertaken by KILA in the domain of different components of municipal act.

Knowledge of Trainees on Procedures of Conducting Different Committee Meetings

- The training participants are responsible to act as the facilitators of different committees in Municipalities and corporations. They are also responsible to implement the decisions of various committees. Hence improving their understanding leads better functioning of different committees in ULBs and it was one among the core objective of the training.
- The questions about the responsibility of steering committee, nature of notices provided for meetings of council and identifying mandatory meetings of ULBs were included in this session.
- About 77 percent of the respondents were chosen the correct answers. Remaining 23 percent are not well aware of the meetings conducted in ULBs. Overall, responses of the section are showing the signal of better understanding of respondents about the domain. It is also significant that note that number of candidates who have not responded also reduced considerably in this session. This also indicate that they have more knowledge related to their day to day work while compare to the questions related to Municipal Act.

Knowledge of trainees on Taxation and Audit

- Taxes are major source of revenue of ULBs. Audit act as a tool for assessing the performance of ULBs. KILA's training has given orientation to the participants in these two aspects.
- In this section questions were covered

about tax and audit. About 74 percent of respondents had given correct answers in this section. Remaining 26 percent had given wrong answers. Again 21 percent of the respondents skipped these questions from this section. Basically audit is a factor which makes administrative and financial difficulties to the staffs. Hence they might have given more attention to this session in the training. This may be the reason for the better response to the questions. At the same time the knowledge of trainees on aspects related to taxation shows need of improvements in this aspect. This indicates that further training of KILA needs to be focused more on taxation of for Urban Local Bodies.

Knowledge about the Routine activities of Municipalities

- A staff in the Municipal and Corporation office required to gain basic knowledge in different aspects related to routine activities of ULBs. Questions were asked about the control of Municipal committees over staff, knowledge about the responsibilities, PWD tender sanctions, knowledge about the welfare pension and Right to Information Act.
- In this section 75 percent of the respondents were well aware about the routine activities of urban local bodies. The remaining 25 percent of Municipal officers are still not aware about the day to day activities. The 21% of them were not answered questions under this section. Feedback from the data indicates that the participants have better understanding in the areas where they are continuously engaged. The higher ratings for right to information and mandatory responsibilities of municipalities are reflecting this trend. At the same time, the officials have poor knowledge in the areas of which is not directly related to their routine work and also complex in nature. Poor ratings of PWD tenders, and control of municipal authorities over officials are reflecting this trend. This highlights the need of more training in the areas with technical inter-casies such as PWD Act and Rules for construction.
- The overall evaluation of knowledge assess-

ment of trainees indicates that they have shown better knowledge level on mandatory responsibilities of ULBs. Good responses on types of audits, proceedings of council meeting, welfare pensions and right to information act reveals this trend. In other side they have shown poor performance in the aspects of Municipal act, the procedures of committee meetings, spatial planning, taxation and PWD tendering. These highlight two common trends, which have implication on planning of trainings in future. The first trend indicates they are more interested to learn and has acquired knowledge which is closely related to their routine activities. In other words they have not shown more interest in the aspects which are not closely related to their routine activities.

- The second trend is that they have shown poor performance in the area those are bit complex and the subjects having technical intricacies. They could perform well in the aspects which are simple and not having more technical intricacies. The chapter on performance of urban governance in Kerala also indicated that ULBs has to advance more in the aspects which are more technical in nature.
- This underscores the relevance of special training in some areas which has more technical intricacies. Spatial planning, legal proceedings, taxation, running of various committees, PWD tender provisions, strict following of building rules and details of Municipal and Corporation act are the areas which may require further specialised trainings. As we have indicated earlier some of the specialised trainings can be restricted to staffs who are specifically handling such issues like building rules and legal issues... At the same time a common course on all the technical aspects is required for all the staffs.
- Around 30 percent of the trainees could not respond to different questions. This indicates that one third of the trainees could not acquire the basic knowledge that disseminated through trainings. This point out the fact that, the training strategies needs to be more inclusive which could be capable

of imparting the basic level of knowledge to all the participants. Higher numbers of low responses also indicate the need of refreshment training which can be arranged in a decentralised manner by focusing of an office or cluster of offices. This also highlights the need of comparing the knowledge level of trainees on training domains before the training and after few months of the training. How the training targets have been in realised in practice could be assessed through some monitarable indicators after few months of training.

RECOMMENDATIONS AND SUGGESTIONS

This assessment is primarily based on the training which was conducted for ministerial staff of the Urban Affairs Department and Kerala Municipal Common Service by KILA. The study covered topics under this training domains. Both the status of urban governance in Kerala and impact of training on trainees were measured on this aspect. For in-depth learning and understanding the status of urban governance, more training needs are to be assessed like training sessions for elected representatives, technical staff, waste management functionaries, engineers and planners. This study is an attempt undertaken in a short time frame and perspectives that covered within the said training programme.

The recommendations of the study are divided into three major sections. The first section deals with changes required in overall strategy and approaches of the training. The second section deals with the suggestions for improving the performance of urban governance and its implications on training for ULBs. The third section deals with the improvement required in the training process and the domains of training that require improvements.

Changes Required in Overall Training Strategy and Approaches of Training

Need for Combined Training: Most of the domains and areas included in the trainings of officials of ULBs are also affiliated with the performance of elected representatives along

with the officials. A joint and synergized action of these two stakeholders can provide better results in these domains. Initiatives for improving tax collection, improving efficiency of office management, enhancing the transparency and accountability of urban governance, taking actions against illegal constructions, and improving the performance of plan implementation etc. are the areas having such implications. Hence, KILA can organize joint trainings of elected representatives and officials rather than organising separate trainings. Along with the general courses on urban governance, special courses to improve the capability of steering committees and standing committees are also needed to be provided by KILA. These could also be arranged as joint trainings of elected representatives and officials. Training including all stakeholders of ULBs can improve the transparency and accountability of municipal functions. Upcoming trainings can be conducted emphasising these considerations. Technicality of this possibility can be studied. Special emphasis for improving the quality of service delivery through transferred institutions should also be given in further trainings. In such cases, the representatives of institutional management committee can also be included in the training participants.

Special Focus on Technical Topics: The findings of this study indicate that the performance of ULBs and the knowledge level of participants are poor in the areas where technical intricacies are present. Poor performance of urban spatial planning and legal initiatives are good instances to establish this tendency. Hence, along with the general trainings, more specialised trainings on issues involving such technical intricacies are needed to be provided to the concerned stakeholders. While the content of such issues can be limited in general trainings as well. The study highlights that the participatory activities within the training are not providing expected results. This underscores the relevance of formulating more innovative strategies for conducting group and self learning activities. Training teams of KILA needs to be explored more in this specific aspect.

In-Depth Study Needed: The study has identified some sessions and domains that could not provide any improvement in performance.

The training team of KILA needs to conduct a detailed evaluation of those sessions. Specific strategies to improve those sessions require to be taken up by KILA team.

Focus on the Less Privileged: The findings of the study highlights that KILA training has limitations in generating sensitivity among the stakeholders of ULBs and training participants in dealing with the issues of vulnerable communities and marginalised groups. Poor performance in the areas of initiatives for arranging special facilities for differentially abled group, old age group, and poor performance in the implementation of WCP exemplify this failure. This underscores the need of special trainings for gender sensitisation, differentially abled friendly planning and in preparing plans for old aged people. KILA is already engaged in such activities for rural local bodies. Initiatives such as Child Friendly Local Governance, Gender Friendly Panchayats, and Old age Friendly Panchayats are worth mentioned here. These can be extended to the ULBs as well. Urban Governance division of KILA can organise such programmes.

Suggestions for improving the performance of urban governance and its implication on training for ULBs

This section deals with the need of further trainings in some specific areas identified through the study. This includes the areas of taxation, spatial planning, legal actions, urban greening and creation of public spaces.

Reinvigorate Tax Collection: The findings on taxation underscore the relevance of more strategies in trainings for urban local bodies to convince them about the relevance of tax collection in the financial survival of ULBs. These findings also have implications on the nature of training provided to officials. Initiatives for improving tax collection require a collective effort both from elected representatives and officials. The role of finance standing committee is paramount in this regard. Hence, joint trainings of elected representatives and officials may be fruitful in making real impacts in the field in the matters such as tax collection, rather than the training focused on officials alone.

The Issue of Spatial Planning: The present study highlights that majority of the Municipalities do not follow the process of spatial planning. Urban spatial planning could be initiated by systematic urban planning with relevant technical expertise. Political will is also a prerequisite for spatial planning. This underscores the fact that more detailed training on necessity and methods of spatial planning is needed in urban locations of Kerala. Hence the urban governance division of KILA needs to devise more detailed programmes on the necessity and methods of urban planning. Special training programmes can be arranged in the topic of spatial planning.

Proper and Prompt Use of Law: The lapses in taking legal action against defaulters might have a negative impact on tax collection. As discussed above, there was no significant improvement in the tax collection of ULBs before and after the training. Reduction in legal action against the defaulters may be one factor which would have led to the stagnation in tax collection of ULBs. This indicates the need of special sessions in the trainings of ULBs which could give more emphasis to the relevance of taking legal action against defaulters.

Gender in Development and Greening the Towns: The overall performance of municipalities in creation of public spaces indicates that majority of them could succeed in construction and maintenance of parks, garden, old age homes and foot paths. The training provided by KILA on urban governance might have given a push to the initiative of ULBs in this direction. However they could not succeed in taking up the concept of creation of green spaces in urban agglomerations, social forestry and construction of feeding rooms for lactating mothers and construction and renovation of bus stands. The responses by the beneficiaries show that urban greenery and bringing in gender concerns in urban development are the areas quite new to the ULBs. Hence more focus on the aspects of urban greening and bringing gender concerns in development is needed in KILA's urban training programme.

Improvements required in the training process and the domains of training that require improvements

This section deals with the improvement required in the training process and the domains of training require improvements.

The data shows that the training sessions in general were able to deliver the ideas incorporated in the training modules to the participants. Majority of them could cover the training expectations. However there are indicators of a need for more in-depth training on urban governance to the stakeholders of ULBs. Since the emphasis of KILA has been more on training to the rural local bodies, more extensive training programmes are needed for the ULB stakeholders.

This points towards the need to do more background work in order to make the group and self-learning activities more attractive. Lack of good facilitation in groups and absence of effective mock group exercises in trainer's training may be construed as the reasons for ineffectiveness of group activities. Since the group activities provide more responsibilities to the participants rather than the trainer, its objectives and the pathways should be clearer to the faculty team for effective facilitation.

Since the group and self learning activities need the trainees to break out of the comfort zone of their routine activities, most of them would not be interested to opt them. This would create more challenges to the training team. Hence, training team of KILA has to better prepared while planning group activities in the training of officials where the activities are outside the one of their daily work routine.

The responses indicate that accounting and auditing, suit, urban administrative session, project planning and implementation, and town planning construction rules and permission are the five sessions opted by the participants as least useful, based on the quality of sessions. Various reasons can be pointed out for the ineffectiveness of these sessions. These subjects are not closely associated with the day to day affairs and responsibility of general officials. Each of these subjects are handled by specific officials entrusted with handling them. Among these some are lying under the heads of officials from a professional

background. The subjects such as suits and public works come under this category. Hence the officials from the general category may not have interest in attending these sessions.

This underscores the need for training sessions on topics which are not directly related to the general officials either be restricted or be made more attractive in nature. Apart from this, the data also indicates the need for special training for officials who are handling specific subjects in ULBs. Lack of clarity in presentations, complexity of technical issues included in the presentations, poor quality of presentations, and inefficient time management can be the causes of ineffectiveness of these sessions. The training team of KILA can initiate more discussions on why these training sessions are marked as poor sessions. Remedial and corrective measures based on this feedback can be initiated.

The least impacted areas of training marked by the participants are; evaluation in standing committee meetings, improvement in plan implementation and its evaluation. There are some common trends which can be identified from this. These subjects are more complex and also linked with the political decision making process in the ULBs. They also linked with the level of performance of standing committees, which is closely affiliated to the political administration. This highlights the need of joint trainings for officials and elected representatives. This point to a possible need for directional change in the KILA's training approaches and selection and composition of training participants.

These findings also underscore the relevance of special training in some areas with technical intricacies. Spatial planning, legal proceedings, taxation, running of various committees, PWD tender provisions, strict following of building rules and details of Municipal and Corporation Act are the areas which may require further specialised trainings. As indicated earlier some of the specialised trainings can be restricted to staff members who are specifically handling such issues like building rules and legal issues. At the same time a common course on all the technical aspects is required for all staff.

Around 30 percent of the trainees could not respond to different questions in the assessment. This indicates that one third of the trainees

could not acquire the basic knowledge disseminated through the trainings. This points out the fact that, the training strategies needs to be more inclusive which could be capable of imparting a basic level of knowledge to all the participants. Higher numbers of low responses also indicate the need for refreshment training which can be arranged in a decentralised manner by focusing on an office or cluster of offices. This also highlights the need for comparing the knowledge level of trainees on training domains before the training and after a few months of the training. How the training targets have been in realised in practice could be assessed through some measurable indicators taken in such retention tests.

CHAPTER – I

INTRODUCTION

In 2018, Population Division of the United Nations, Department of Economic and Social Affairs estimated that, 55 per cent of the world's population lives in urban areas. This dynamic change is expected to increase by 68 per cent in 2050, and this will add another 2.5 billion people to the cities. This trend of upward movement in urban population expected explodes only in a few countries, like India, China and Nigeria. India will add 416 million urban dwellers by 2050. (Population Division of the UN Department of Economic and Social Affairs).

The urban population of the world has grown rapidly from 751 million in 1950 to 4.2 billion in 2018. The 21st century has often been referred to as the first urban century. Rapid urbanization has brought both a wide range of opportunities and global challenges. (World vision international - The 21st Century is an urban century).

Urbanization is taking place at a comparatively slower pace in India. Neo-liberalized policies and the advent of free-market capitalism brought a significant role to the private investments in India. According to the 1901 census, the share of the urban population was 11.4 per cent of the total population. This has increased to 28.53 per cent according to the 2001 census. Further, it has gone up to 31.16 per cent in 2011 census. (Census of India). According to the World Bank reports in 2017 the urban population of the country reached 34 per cent. Data issued by the United Nations World Population estimate states that, by 2030 it is expected to increase 40.76 per cent.

The history of urban governance in India begins in 1687; followed by the formation of Madras Municipal Corporation, and thereafter, Calcutta and Bombay Municipal Corporations were formed in 1726. Most of the urban towns were converted into Municipalities in during the

19th century. In 1882 the Viceroy of India, Lord Ripon who is popularly known as the father of local self-government, passed a resolution of local self-governance, which eventually led to the evolution of the democratic form of municipal governance in India. According to the 1991 census the urban local bodies are classified into the four major categories, namely;

- Municipal Corporation
- Municipality
- Town Area Committee
- Notified Area Committee

As per the Constitution of India, the 74th Amendment act of 1992, the categories of towns are to be designated as Municipalities or Nagar Panchayath with elected bodies.(74th Constitutional Amendment Act 1992)

Over the last two decades, Kerala's experiences in decentralized governance have received international attention in terms of institutional reforms and performance of local governance. It has been considered as one of the most significant institutional reforms in public governance. Kerala adopted a big bang approach in decentralization with the launch of Peoples Plan Campaign (PPC) on 17 August 1996. The process of decentralized planning was part of the 9th Five Year plan, followed by the State Panchayath and Municipal Act in 1994. The uniqueness of the PPC was the substantial allotment of power and resources to the Municipalities. Almost one-third of the state budget was devolved to Municipalities and Panchayath according to the area of their jurisdiction and size of the population. (74th Constitutional Amendment Act).

According to the 2011 Census, the top three urban states in terms of the total population are Maharashtra, Uttar Pradesh and Tamil Nadu. But this doesn't provide much insight into

how urbanized the society or state has got more as a whole. Uttar Pradesh is the second largest in terms of urban population but the majority of its citizens are included under the rural category. In this regard, while analysing urbanization, in this regard, the percentage of the population is a much better method although it is not the best. As per the 2011 Census, the leading urban states in terms of percentage are Goa (62.17%), Mizoram (52.11%), Tamil Nadu (48.40%), and Kerala (47.70%) respectively. Considering that Goa and Mizoram are small states with a small population, it can be inferred that Tamil Nadu is the most urbanized state and Kerala is placed second. (Quora- Most urbanized states in India).

According to the 1991 Census, 26.44 per cent of Kerala's population were included under urban domain. About 138 Non-Municipal towns or Census towns were notified during that period. During the 2001 Census, shares of the urban population of the state slightly declined to 25.96 per cent. It also resulted in a decrease in the number of Non-Municipal towns or Census towns to 101. In 2011 Census, the share of the urban population of the state exploded to 47.72 per cent. It contributed a massive increase in the number of census town from 101 in 2001 to 461 in 2011 census. (Census of India, 1991, 2001, 2011, Handbook).

Under the 10th Five Year Plan, the decentralization programme in Kerala was restructured and named as Kerala Development Plan. In the 11th Five Year plan the name of Kerala Development Plan was yet again renamed as Peoples' Plan Campaign. Irrespective of the changes in the name, Municipalities and Rural bodies in the state are enrolled with sufficient power and financial resources. Since The people's participation campaign functioning of democratic forums such as Ward Sabhas also exists from the State Municipal Act 1994.

Currently, there are 1200 Local Self Governments (LSG) in Kerala which include 941 Grama Panchayaths, 152 Block Panchayaths, 14 District Panchayaths, 87 Municipalities, and 6 Municipal Corporations. Governments are empowered to upgrade Panchayaths as Municipalities and Municipalities as Corporations based on Section 4(2) of the Kerala Municipality Act. Grama Panchayaths are converted to Municipal-

ities mainly based on aspects such as population, the density of population, income, the labour force (engaged in non-agriculture activities), development possibilities of an area, connectivity, basic infrastructure for a new port, airport, railway station, industrial area IT hub and development as a satellite town. The places that are not directly close to cities, it can be upgraded as Municipalities based on factors like getting finance from institutions such as Asian Development Bank. In 2015, 1 Corporation and 28 Municipalities were formed by the recommendations from the delimitation committee. (Kerala Municipality Act 1994).

The urban population in 2011 has crossed one million in eight districts. Among these, the district of Ernakulam district has got the highest urban population and Wayanad district has the lowest. This shows that there is a fast-growing tendency of urbanization in Kerala. This transition has largely occurred during the last ten years. So, we can predict that Kerala will become further urbanised in the upcoming decades. So, this changing tendency of urbanization in Kerala requires more study. Urban Local Bodies manage urban localities of the state and urban governance has aquired a greater relevance. Hence the analysis of urban governance of Kerala in a broad contest of urbanization is important. This study is an attempt to evaluate a particular training programme organized by KILA during 2017-18 for the Urban Local Bodies of the state. This study tries to explore how far was the training programme was effective, and also to understand the dynamics of urban content in a broad contest.

The training was conducted on 2017 December. It had instituted participants from 87 Municipalities and 6 Municipal Corporations. Officials from Urban Affairs Department were also included. The total participants who attended this training were 390.

As a strategy for of the study, we have selected 6 districts across the state. Information regarding status on urban governance has been collected from all ULBs and the feedbacks of all the trained participants were documented as part of the study.

CHAPTER -II

STATUS OF URBAN GOVERNANCE IN KERALA

The population of Kerala, as per the provisional totals of Census 2011 is 3, 33, 87,677 with a break up of 1, 74, 55,506 in rural and 1,59,32,17 in urban areas. In the first census of the 20th century (1901 census), the state of Kerala had 6.4 million population, of which 5.9 million constituting 92.9 percent lived in the rural areas of the state. Less than 10 percent of the population lived in the urban areas during that time. The urban population had crossed one million by 1941, two million by 1961, four million by 1981, eight million by 2001, and has reached nearly sixteen million according to the 2011 census. A very significant feature of the 2011 census is that the population of the state is seen divided almost equally between rural and urban areas. In the state of Kerala, there are 461 census towns and 59 statutory towns as per the census 2011 as against 99 and 60 respectively during the 2001 census. 2001. The increase in the number of census town during 2001-2011 is 366 percent.

Kerala registered a massive increase in urbanization from 25 percent in 2001 to 47 percent in 2011. The major contribution of this increase was due to the increase in the number of census towns which are not governed by urban local governments. Census has defined census towns as 'places that satisfy three-fold criteria of a population of 5000, 75 percent of the male main working population engaged in non-agricultural pursuits and density of 400 persons per sq.km. They can be easily defined as transitional urban areas at various levels of transition which is also known as urbanization by an implosion, where the massive density of population, economic change and access to a good level of public services leads to urban growth. In Kerala, the growth of census towns can be attributed to the improvement of transport facilities, the massive decline of the male workforce in agriculture and related activities along with the shift to the tertiary sectors. The research highlights several challenges of planning and governance of census towns in Kerala such as spatial planning, waste

management, traffic and transport management and use of centrally sponsored schemes. The research concludes with the suggestion that institutional transition from village Panchayaths to town Panchayaths along with a proper legal framework may be required to deal with the challenges of this urban transformation. (2014, Yacoub Zachariah Kuruvilla).

At present, there are 1200 local governments in Kerala including 87 municipalities and 6 corporations. Kerala's experience with local self-government has been distinct in three important ways. Firstly, financial devolution is more important to Kerala. Secondly, the part played by local bodies in formulating and implementing the plan requires a greater initiation. The final extent of people's participation in development planning occupies the third most crucial point.

The study was an effort to provide a brief outlook on the urbanization pattern and trends of Kerala based on the findings of the recent census. It shows that the urbanization in the state is marked with peculiarities. The growth rate of the total population in the state is consistently decreasing over time but the urban population growth rate after some basic hiccups has increased after 2001. The recent development throughout the state is facilitated by the urban-rural continuum, a settlement pattern unique to Kerala. This apart, it was observed that the main reason for the urban population growth in the state is due to the increase in the number of urban spaces and also by the development of the peripheral areas adjacent to the cities rather than not by the increasing population concentration in the existing cities. This indicates that the state is undergoing an urban spread than other than concentration which is yet another peculiarity of Kerala's Urbanization pattern. In this context urban local government plays a very important role in the urbanization process. The structure and functions of the Urban Local Bodies need to be reformed accordingly to the new trends.

CHAPTER – III

CONTEXT AND METHODOLOGY OF THE STUDY

RELEVANCE OF THE STUDY

The decentralization process met the expectation of the citizens. It gave them more power to participate in the democratic decision-making process. Transparency and accountability are the pillars of the decentralized policy. As we discussed above, the trend of urbanization is significantly expanding, in the state which makes urban governance is more relevant in nature. In this context, evaluation of urban governance is pertinent in nature. The assessment of urban governance in Kerala based on a certain indicator of good governance is also significant in this contest. Performance of municipality and corporation in mobilizing resources improving office management, quality enhancement of improvement of service delivery system, account management practices, legal administration, undertaking people- friendly initiatives and implementation of rules and regulations have been analysed under the study. Understanding the performance of municipality and corporation in this aspect through this study could help KILA and Local Self Government Department (LSGD) to realise the aspects that need to be strengthened under the urban governance system in Kerala. This study also examines the impact of KILAs training for urban local body officials. The trainees attended the training on urban governances in December of 2017 and May, June, July of in 2018. The knowledge of the participants who attended the training program evaluated the study. Through this study their opinions were gathered to improve the quality of the training. Their opinion to improve the training, were also collected through the study. Through this study their opinions were gathered to improve the quality of training in urban governance and to make it sharper based on the requirements from the stakeholders.

Government officials on behalf of the state administration were directly involved with the common people. People examine the nature than the response of the officials. Civil rights and law are very relevant for the Municipal institutions. Each decision they make carries legal proceedings. This is made mandatory for step by step verification. Legality ensures responsive equitable service to the common people. For this purpose, continued training and knowledge updation is required. Improvement of skills improvement and practical knowledge of legal proceedings can improve the efficiency of the working class. It can provide quick delivery of services.

They need to govern and leads the citizen of cities. The focus must be on the adequacy of training in relation to tasks they are oriented. It needs proper concern and care. It is very crucial to give comprehensive training and evaluation of the status and feedback.

Municipalities and corporations must be continually aware of the need for training for better service delivery. They should demand for training and update the changes in the law. It can provide the added benefit of having better-trained employees. Sharpening techniques and skills can improve the productivity and it can serve high quality of services.

This study was conducted to measure the effectiveness of the capacity building programme initiated for municipal officials of the Urban Affairs Department and Kerala Municipal Common Service by Kerala Institute of Local Administration. The training sections covered 16 topics under the Municipality Act. The section was mostly participatory in nature.

Timely evaluation is needed to measure the effectiveness of training. It can provide both positive and negative impacts. By documenting

it, KILA can improve the training sessions and the need from the Municipal officials.

OBJECTIVES

- To understand the status of urban governance in Kerala based on subject domains used in KILA's training for Urban Local Body officials.
- To evaluate the results and impacts of selected training programme of KILA.
- To assesses the effectiveness and efficiency of the selected training programmes, including the methodology, pedagogy and tools used.
- To formulate recommendation on the improvement and modification needed for future training programmes

METHODOLOGY

This study adopted concurrent triangulation mixed method. The study has sourced data from both primary and secondary sources. It has followed largely on the quantitative method of data collection, including a checklist and questionnaire. It has also intensively relied on both published and unpublished documents in the Municipalities and Corporations. Field visit to a selected number of Municipalities and Corporations have been undertaken and the questionnaire has been administered with 151 selected officials as per the sample.

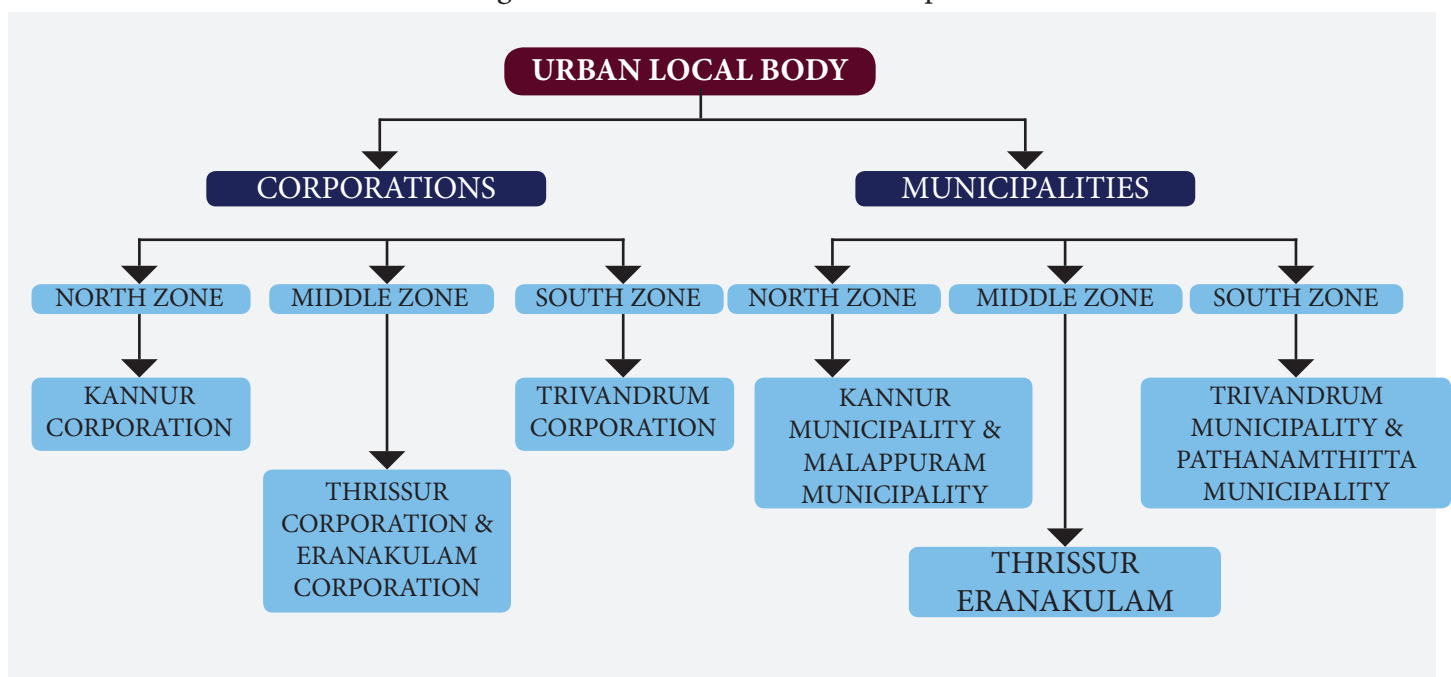
SAMPLE

Kerala Institute of Local Administration organised its training programme for officials in December, May, June and July 2016-17 and 2017-18. A total of 390 officials participated in the programme. For the purpose of this study 165 officials were selected randomly. The Urban Local Bodies across the state were divided into three zones for the sampling; South, Middle and North districts. From each zone, we selected two districts were selected randomly; Thiruvananthapuram and Pathanamthitta have been selected from the south zone, Middle Zone comprised of Thrissur and Ernakulam Districts from the Middle zone and. Kannur and Malappuram have selected from the North zone.

All the municipalities and corporation in the selected districts have been included in the sample. A total number of 4 Municipal Corporations and 31 Municipalities were selected from these three zones as a samples.

All the officials who underwent training under KILA training programme from the selected municipalities and corporation under the study have been selected as respondents of the questionnaire survey. They constituted 165 officials out of 390 training participants of KILA training programme (42%), we could cover 151 out of 165 (92%) targeted population whereas the others were either transferred or promoted to the distant locations.

Figure 3.1: Classification of the sample



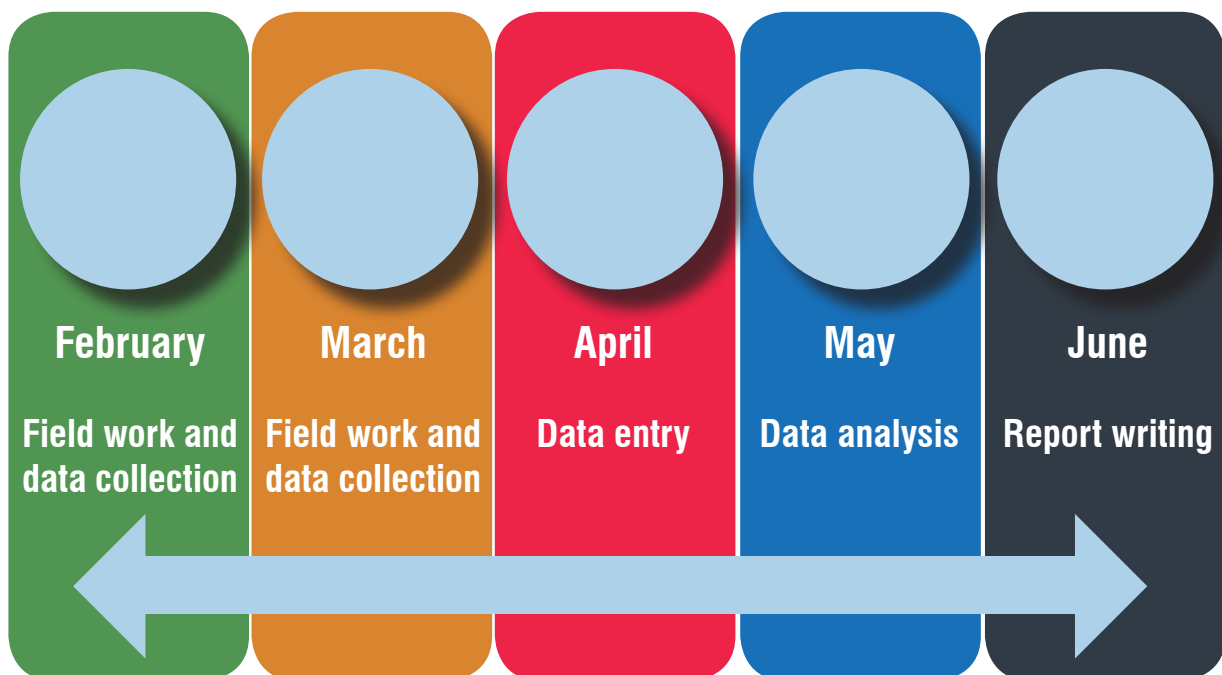
TOOLS

A checklist based on performance indicators was worked out; this checklist has been administered for collecting information about the status of performance of ULBs. This was designed in a way to cover the training objectives and outcomes related to the 16 topics included in the training programme. In addition to this, an interview schedule was administered among 151 participants to get their feedback about the training. A questionnaire was used at the end of the study to assess the knowledge of participants in the domains they were trained on.

TIMELINE

The study was completed within a period of five months. This period was divided into three sections - initial preparation, field work, and report preparation

Figure 3.2 Time frame of the project



LIMITATIONS OF THE STUDY

- The allotted time line for the study; the data collection time of the study was between February and March. These months were the final months of the financial year for of the local bodies. They were mostly engaged in the works related to the year end. This has created hurdles in availing data sets and information from Municipalities and Corporations, particularly details related to financial matters.
- Transfer of the officials; some the officials who participated in the training were transferred from the selected Municipalities and Corporations. We have collected data from over 25 transferred officials but could not reach in to the other 14 within the time frame. Also, no data bank in the Municipalities and Corporations regarding the transferred officials.

CHAPTER - IV

PERFORMANCE OF URBAN LOCAL BODIES IN KERALA

This chapter discusses the performance of ULBs based on the data collected from the sample. The topics discussed in this chapter are resource mobilisation, performance of accounting system, initiatives for urban beatifications, performance in plan implementation and its expenditure, initiatives for people friendly governance, meetings of standing committees, initiatives to improve office management and movement for protection of public place. This chapter totally relies on the data from the checklist and other secondary sources from Municipalities and Corporations.

SECTION-1

4.1.1 PERFORMANCE OF ULBs IN RESOURCE MOBILISATION

Table one describes the percentage of total tax collected from the Urban Local Bodies from the financial year 2016-17 to 2017-18. This provides a chance, for comparing two financial years, particularly before and after the training. Another table under this section shows the names of ULBs according to their performance in tax collection. Both these tables give a general idea about ULBs in its resource mobilisation.

Table 4.1 Performance of ULBs in resource mobilization from 2016-17 to 2017-18

INTER-VALS*	MUNICIPALITY				CORPORATION			
	2016-2017		2017-2018		2016-2017		2017-2018	
	No. of Municipalities	Percent	No. of Municipalities	Percent	No. of Corporations	Percent	No. of Corporations	Percent
0-60	15	53.57	16	57.14	0	0	1	25
61-70	1	3.57	0	0	1	33.33	0	0
71-80	2	7.14	3	10.71	0	0	1	25
81-90	8	28.57	7	25	1	33.33	1	25
91-100	2	7.15	2	7.15	1	33.33	1	25
NDA	3	0	3	0	1	0	0	0
TOTAL	31	100	31	100	4	100	4	100

Source: primary data survey 2019

*The percentage of increase in tax and revenue collection in Municipalities and Corporations from 2016-2017 to 2017-2018.

The above table shows that the percentage of tax and revenue collection is constant in Municipalities and Corporations from 2016-2017 to 2017-2018. A number of Municipalities, who could cover, do not show any considerable

change. Most of the Municipalities had shown an average performance in both years. It is found that in 2016-2017, number of Municipalities who had collected tax between intervals of 81-90 was 28.57 percentage. It declined to a further 25 percentage in 2017-2018. Corporations too have the same trend and do not show any considerable improvement before and after the training.

	CLASS	URBAN LOCAL BODY
	0-60	Nedumanggad, Tirur, Varkkala, Thiruvalla, Guruvayoor, Vadakanchery, Payyanur, Thaliparambu, Attingal, Chavakkad, Thalassery, Koothattukulam, Adoor, Koothuparambu, Kunnankulam, Thripunithura
	61-70	Nilambur Thiruvananthapuram
INTERVALS*	71-80	Perumbavoor
	81-90	Thrikkakkara, Chalakudy, Moovattupuzha, Aluva, Kothamangalam, Angamaly, Iringhalakkuda, Kochi
	91-100	Iritty, North Paravur, Valancherry Thrissur
NDA		Pandharam, Malappuram, Perinthalmanna Kannur
<i>Source; Primary data survey 2019</i>		

Index

- Corporation
- Municipality

The overall trend in Municipalities shows that the collection of tax has decreased in the year 2017-2018. The Iritty Municipality had reached 92 percent of tax collection in the financial year 2016-2017. North Paravur and Valanchery Municipalities recorded 90.21 and 90 percent tax respectively. The lowest was recorded at Kunnankulam Municipality with 6.7 percent tax collection in 2016-2017. Koothuparambu (10%), Adoor (13.5%), Koothattukulam (13.8%), Chavakkad (15%), Thalassery (15%), Thaliparambu (18%) and Attingal (18%) are the Municipalities that have recorded below 20 percent tax collection.

The data of 2017-2018 shows that Chalakudy is the highest tax collected Municipality

with 90.23 percent. Thripunithura is the second most revenue generated Municipality with 90 percent. North Paravur and Angamaly are in third and fourth positions with 86.85 and 86.14 percent respectively. North Paravur had performed well in these two financial years. The least revenue generated Municipality in 2017-2018 is Vadakanchery with 2 percent. Kunnankulam (8.6%), Adoor (15%), Koothattukulam (16%), and Chavakkad (16%) are Municipalities with revenue generation below 20 percent..

In 2016-2017 the Thrissur Corporation recorded 92 percent tax collection. Kochi recorded 89 percent and Thiruvananthapuram was the least among tax generating Corporations. In 2017-2018 Thrissur continued to record a high

percentage and improved to a 97 percent tax collection. Kochi followed second with 89 percent and the lowest recorded was in Kannur Municipal Corporation.

The Corporations and Municipalities conduct Special camps, Adhalath and special announcement for tax collection. The number of initiatives had improved during 2017-2018 among Municipalities. Corporations maintained status quo over these two periods. Absence of legal actions against defaulters may see a declining trend for tax collection in Municipalities.

4.1.2 SPECIAL INITIATIVES FOR TAX COLLECTION

ULBs envisaged different kinds of initiatives to improve their tax revenue. They send notice to the due defaulters, reading defaulters list in the ward sabha, special camps for tax collection, special announcement for tax collection, legal action against free riders and tax reassessment. The following table examines the nature of initiatives taken by the ULBs for improving their tax collection in two consecutive financial years.

INITIATIVES	TYPE OF URBAN LOCAL BODY	YEAR	INITIATED	NOT INITIATED	NDA	TOTAL
SENDING NOTICE TO DUE DEFAULTERS IN THE MUNICIPALITY	MUNICIPALITY	2016-17	31	0	0	31
		2017-18	31	0	0	31
	CORPORATION	2016-17	4	0	0	4
		2017-18	4	0	0	4
READING DEFAULTER LIST IN THE WARD SABHA	MUNICIPALITY	2016-17	31	0	0	31
		2017-18	31	0	0	31
	CORPORATION	2016-17	4	0	0	4
		2017-18	4	0	0	4
SPECIAL CAMPS FOR TAX COLLECTION	MUNICIPALITY	2016-17	31	0	0	31
		2017-18	31	0	0	31
	CORPORATION	2016-17	4	0	0	4
		2017-18	4	0	0	4
SPECIAL ANNOUNCEMENT FOR TAX COLLECTION	MUNICIPALITY	2016-17	31	0	0	31
		2017-18	31	0	0	31
	CORPORATION	2016-17	4	0	0	4
		2017-18	4	0	0	4
LEGAL ACTIONS AGAINST	MUNICIPALITY	2016-17	27	3	1	31
		2017-18	19	5	7	31
	CORPORATION	2016-17	4	0	0	4
		2017-18	4	0	0	4
TAX REASSESSMENT	MUNICIPALITY	2016-17	27	4	0	31
		2017-18	27	4	0	31
	CORPORATION	2016-17	0	4	0	4
		2017-18	0	4	0	4

Source; primary data survey 2019

*The Special initiatives taken by the Municipalities and Corporations for tax collection from 2016-2017 to 2017-2018

Urban Local Bodies takes initiatives to improve revenue. For this various measures are taken to reduce the number of free riders. Sending notices to defaulters is a common proceeding of the ULBs. Data shows all of them initiated steps to send notices to defaulters. Reading the names of defaulter in Ward sabha or Ward Committee was followed by all ULBs.

Special camps for tax collection are conducted in all Municipalities and Corporations. The number of initiatives had improved during 2017-2018 over Municipalities. Corporations had same status over these two periods.

Special announcement is conducted in every Municipalities and Corporations. There is a downward trend in taking legal action against the defaulters. The absence of legal actions against defaulters may be the one of the reasons for the declining trend of tax collection in Municipalities.

The trend of the data shows that initiatives in the Municipalities taking legal actions against defaulters are on the decline. In 2016-2017, 90 percent of the Municipalities initiated actions against defaulters, where as this has been reduced to 79 percent in 2017-2018. The reduction in taking legal actions against defaulters might have negative impact on tax collection. As we have discussed above; there was no significant improvement in the tax collection in ULBs before and after the training. Reduction in legal actions against the defaulters may be the one factor which would have led to the stagnation in tax collection of ULBs.

The data shows that Tax reassessment is not conducted in any Municipal Corporations. This lacuna makes for a huge loss to the Municipal Corporations. At the same time Municipalities have taken better initiatives for tax reassessment while performance of Municipal Corporations seem to be poor. This may result huge loss on the revenue in Municipal Corporations. Municipalities had better tax reassessment system.

4.1.3 THE INITIATIVES TAKEN BY THE MUNICIPALITIES AND CORPORATIONS FOR IMPROVING NON-TAX REVENUE

In the state of Kerala, Local Governments provide a wide variety of facilities and services. As budgets tighten, city leaders often struggle to reduce the costs of needed facilities and services and increase revenues without overburdening residents. Even as economic conditions improve and some revenue streams increase, many cities will continue to have growing costs for infrastructure, maintenance, repair, and replacement. A breakdown of local government expenses and revenues can help to illustrate the constraints under which local governments must operate.

Initiatives are

- Rent re-assessment
- Initiative for collecting unpaid tax
- Creation of additional space for rent
- Imposition of additional fees fee

The rent reassessment refers to a periodic revaluation of a property's value for tax purposes. State and local governments assess property taxes based on two variables: property values and tax rates. Tax reassessment generally takes place in every one to five years or when a property changes hand. Some Municipalities also reassess in the event of a refinancing. In the case of Municipalities 90 percent of the them are taking initiatives and other 10% are still in pending to taking initiatives for rent reassessment. In the case of Corporations all of them take the rent reassessment as a special system to improve revenue and is followed over the financial years.

The unpaid tax is an important problem faced by our local bodies. The consequences of unpaid taxes vary significantly depended upon the situation of the tax payer. In the case of Municipalities 94 percent of them have taken initiatives for improving the collection of unpaid tax amount. The remaining 6 percent of Municipalities must improve but there is a drawback in this initiative. The number of non- initiatives decreased over the years. In the case of Corporations all of them take initiatives for unpaid taxes.

Additional space for Urban Local Bodies is realised in different manner. Most of the Urban Local Bodies create additional space to create

rent. Creation of bus stand and shopping complex create additional space for creation of tax. Most of the Municipal Corporations create additional spaces that can be provided for creation of shopping complex and bus stand. In the case of imposition of additional fee that the defaulters pay as additional penalty in the form of late fees is an important source of revenue for Urban Local Bodies. The available data show that 52 percent of Municipalities take, while 48 percent do not taking initiatives. There is no considerable difference on this source of income during 2016-17 and 2017-18. In the case of Corporations, all of them have taken initiatives and it shows that they consider it as an important source to improve the revenue.

In the case of imposition of additional fee as a penalty for to increase the revenue. 52 percent of the Municipalities only take initiatives and the remaining 48 percent do not take any initiatives. In the case of Corporations in 2016-17 all of them had taken initiatives, to impose additional fee as penalty while this has decreased to 75% in 2017-18 and the remaining 25 percent have not taken any form of initiative to impose additional fees. Here also the trend shows that around half the municipalities are reluctant to take strict action to impose additional fee as penalty. This shows that the local bodies must take initiatives for the improvement of revenue in urban local bodies.

INITIATIVES	TYPES OF URBAN LOCAL BODY	YEAR	INITIATED	NOT INITIATED	TOTAL
RENT REASSESSMENT	MUNICIPALITY	2016-17	28	3	31
		2017-18	28	3	31
	CORPORATION	2016-17	4	0	4
		2017-18	4	0	4
INITIATIVE FOR COLLECTING UNPAID TAX	MUNICIPALITY	2016-17	29	2	31
		2017-18	28	3	31
	CORPORATION	2016-17	4	0	4
		2017-18	4	0	4
CREATION OF ADDITIONAL SPACE FOR RENT	MUNICIPALITY	2016-17	16	15	31
		2017-18	18	13	31
	CORPORATION	2016-17	4	0	4
		2017-18	4	0	4
IMPOSITION OF ADDITIONAL FEES	MUNICIPALITY	2016-17	16	15	31
		2017-18	16	15	31
	CORPORATION	2016-17	4	0	4
		2017-18	3	1	4

Source; primary data survey 2019

SECTION - 2

4.2. INITIATIVE FOR IMPROVING THE EFFICIENCY OF URBAN GOVERNANCE

This section analyses the initiatives taken by the ULBs for improving urban governance system. There are five different components of urban governance analysed in the section. These are; initiative taken by ULBs to improve the quality of office management, system for reviewing the daily attendance, different standing committee meetings in Municipalities and Corporations, meetings conducted in transferred institutions, along with these a system of improving the quality of governance and the frequency of different kinds of audits in ULBs also examined. This could give a broad picture about the initiatives to improve the quality of urban local governance in Municipalities and Corporations.

4.2.1 Initiative for Improving the Quality of Office Management in ULBs

This section has examined the initiative of the Urban Local Bodies to improve the quality of office management. It has taken indicators on the action taken report on the files prepared by ULBs, monthly review for improving office performance, measures taken for ensuring actions on files, computerisation of records and providing of information about the file movements.

INITIATIVES*	TYPES OF URBAN BODY	INITIATED	NOT INITIATED	NDA	TOTAL
Action taken reports on files	MUNICIPALITY	27	3	1	31
	CORPORATION	3	0	1	4
Monthly review	MUNICIPALITY	21	9	1	31
	CORPORATION	3	0	1	4
Ensuring action on files	MUNICIPALITY	30	0	1	31
	CORPORATION	3	0	1	4
Computerisation of records	MUNICIPALITY	21	9	1	31
	CORPORATION	3	0	1	4
Providing information about file movement	MUNICIPALITY	18	12	1	31
	CORPORATION	3	0	1	4

Source; Primary data survey 2019

*Initiatives taken by the Municipalities and Corporations for the proper functioning of the office management

Proper file management can save time and increase the efficiency of work. Higher productivity and lower cost are the result of good file management system. These were immense contributions that ensured the fast delivery of services to the citizens.

Data from the study shows that not all the Municipalities conduct monthly reviews particularly focused on file movement. Only 30 percent of Municipalities do not conduct monthly re-

view. This shows an optimistic picture about the initiative to improve office management system. The situation is not right in the Corporations too. Computerisation of files shows an optimistic trend as 70 percent had done files while remaining 30 percent have to improve in Municipalities. All the Corporations have taken initiatives for computerisation. Centralised initiative like Information Kerala Mission (IKM) of Local Self Government Department might have pushed

the initiative of computerisation. The context of launching the front office management system might have forced the ULBs to move towards computerisation. Computerisation of files also improved the potential for providing information on file movements to the public. Data shows that 60 percent of Municipalities and all Corporations provide information to the public. While 40 percent of the Municipalities need to improve in this direction.

The total picture of initiative to improve the quality of office management based on computerisation and functioning of front office might have made the system more effective. At the same time, it is worth mentioning that more than one third of Municipalities lag behind the efforts to improve the quality of office management. Monthly reviews and computerisation of

bu, Thalassery and Attingal follow biometric system. In case of Corporations, Kochi Corporation follows punching system. The above data show that majority of Urban Local Bodies are still reluctant to implement systematic and easily monitorable attendance register system in their offices. This rule naturally acts as hurdle in improving the efficiency of office management system.

4.2.3 Number of Different Committee Meetings Conducted by Municipalities and Corporations from 2016-2017 to 2017-2018

As per the Kerala Municipality Act 1994, standing committees are the powerful bodies that envisage in conducting the regular administration of municipal officers and transferred institutions. They also have a key role in planning and implementation of development projects.

Table No 4.6 System for reviewing Timely attendance of staffs in Urban Local Bodies from 2016-17 to 2017 -18

SYSTEM	MUNICIPALITY	CORPORATION
ATTENDANCE REGISTER	28 (90%)	3(10%)
PUNCHING	3(75%)	1(25%)

Source; Primary data survey 2019

files need to be improved. Transparency in the movement of files needs more attention. This indicates that there is a need for focused work in order to improve one third of the Municipalities in Kerala.

4.2.2 System for Reviewing Timely Attendance of Staff in Urban Local Bodies

Punctuality and full time presence of staff in the offices are important factors in improving the quality of office management system in Urban Local Bodies. Hence the performance assessment of Urban Local Bodies in times of assessing their initiative for ensuring timely presence of staff in office is important. The following table is an attempt made in this direction.

Attendance Register and biometric punching system are used to maintain the attendance records of the staff in the Urban Local Bodies. Register system is the old practice which is mostly followed by the ULBs. It is noticed that 28 out of 31 Municipalities still follow attendance register system for maintaining attendance record. Only three Municipalities viz Thaliparam-

Hence Kerala Municipality Act instructs that every standing committee should have at least one meeting in a month and it may increase in accordance with the need of the contest. Since the analysis of number of meetings held in Municipalities and Corporations on different standing committee is important. The data provides information on various meetings conducted in ULBs. It would help us to compare the status of meetings conducted in Municipalities and Corporations before and after the training.

COMMITTEES	TYPES OF URBAN BODY	YEAR	0-5	5-10	10-15	15-20	20-25	25-30	Above 30	NDA
FSC	MUNICIPALITY	2016-17	0	0	18	5	5	0	1	2
		2017-18	0	0	15	9	4	0	1	2
	CORPORATION	2016-17	0	0	2	2	0	0	0	0
		2017-18	0	0	2	2	0	0	0	0
DSC	MUNICIPALITY	2016-17	0	0	20	7	2	0	0	2
		2017-18	0	0	20	5	3	0	0	3
	CORPORATION	2016-17	0	0	3	1	0	0	0	0
		2017-18	0	0	3	1	0	0	0	0
WSC	MUNICIPALITY	2016-17	0	0	20	4	2	0	1	4
		2017-18	0	0	19	4	3	1	0	4
	CORPORATION	2016-17	0	0	3	1	0	0	0	0
		2017-18	0	0	3	1	0	0	0	0
HSC	MUNICIPALITY	2016-17	0	0	20	4	3	0	0	4
		2017-18	0	0	19	4	4	0	0	4
	CORPORATION	2016-17	0	0	3	1	0	0	0	0
		2017-18	0	0	3	0	1	0	0	0
PWSC	MUNICIPALITY	2016-17	0	0	19	5	2	0	0	5
		2017-18	0	0	18	5	3	0	0	5
	CORPORATION	2016-17	0	0	4	0	0	0	0	0
		2017-18	0	0	3	1	0	0	0	0
Edu Arts & SPO	MUNICIPALITY	2016-17	0	0	18	4	2	0	0	7
		2017-18	0	0	15	5	2	0	0	7
	CORPORATION	2016-17	0	0	3	0	0	0	0	1
		2017-18	0	0	3	0	0	0	0	1
Steering Committee	MUNICIPALITY	2016-17	6	1	8	4	0	0	0	12
		2017-18	6	1	8	3	0	0	0	13
	CORPORATION	2016-17	1	0	2	0	0	0	0	1
		2017-18	0	0	3	0	0	0	0	1
Ward Committee	MUNICIPALITY	2016-17	31	0	0	0	0	0	0	0
		2017-18	31	0	0	0	0	0	0	0
	CORPORATION	2016-17	4	0	0	0	0	0	0	0
		2017-18	4	0	0	0	0	0	0	0

Source; Primary data survey 2019

The above table shows that almost all ULBs conduct standing committee meetings regularly. These meetings play a vital role in the smooth running of local urban governance system. Public participation is a vital factor in any democratic form of governance. Ward Sabhas are a major system in urban governance.

Ward Committee: In every Municipality where the population exceeds one Lakh there shall be a ward committee for each of its wards. (Kerala Municipality Act 1994)

The functioning of steering committee is important in ensuring the quality of governance in ULBs. Since this is the body which can coordinate the functioning of different standing committees in ULBs. The table shows that majority of the standing committees conduct meeting between 10-15 intervals. It is mandatory to conduct minimum 1 meeting per month.

Frequency of finance committee meetings have improved after the training. In 2016-2017, 10 Municipalities conducted meeting be-

tween 15-25 intervals. This has improved into 13 in 2017-2018 after the training. The frequency of finance committee meeting conducted in ULBs in between 10 – 15 intervals increased from 15 to 18 after the training. It shows improvement had occurred after the training. Data on the Corporations shows there is a static change after the training.

Number of standing committee meetings in municipalities and corporations show a satisfactory trend; while the number of steering committee meetings has shown a declining trend in Municipalities. Steering committee is a system envisaged to improve overall governance of Municipalities and Corporations. This is a system also expected to improve the coordination mechanism between standing committees and their functionaries.

The frequency of development, welfare, public work, education, art and health standing committee meeting are slightly improved in Municipalities after the training. While Corpo-

rations follow a static trend before and after the training.

Ward Sabhas are conducted in every ULBs regularly. The frequency of steering committee meetings decreased to below 10-15 meetings in a year after the training. This aspect requires improvement.. But Corporations have improved the number of steering committee meetings after the training.

4.2.4 THE OFFICE MANAGEMENT MEETINGS IN ULBs FOR THE SMOOTH FUNCTIONING OF TRANSFERRED INSTITUTIONS

As per the Municipality Act 1994, there are different transferred institutions and departments under Municipalities and Corporations. They are agricultural, animal husbandry, health, education, fisheries etc. Most of the departments have their transferred institution under ULBs. The Government guidelines instructed urban local bodies to form institutional management

INSTITUTIONS	URBAN LOCAL BODY	YEAR	FREQUENCY OF MEETINGS			NDA
			0-5	5-10	10-15	
AGRICULTURE	MUNICIPALITY	2016-17	15	9	5	2
		2017-18	16	7	6	2
	CORPORATION	2016-17	2	0	1	1
		2017-18	1	1	1	1
ANIMAL HUSBANDRY	MUNICIPALITY	2016-17	14	11	4	2
		2017-18	21	3	5	2
	CORPORATION	2016-17	2	0	1	1
		2017-18	2	0	1	1
FISHERY	MUNICIPALITY	2016-17	8	2	2	19
		2017-18	8	2	2	19
	CORPORATION	2016-17	2	0	1	1
		2017-18	2	0	1	1
HEALTH	MUNICIPALITY	2016-17	20	5	4	2
		2017-18	18	7	4	2
	CORPORATION	2016-17	2	0	1	1
		2017-18	2	0	1	1
PUBLIC EDUCATION	MUNICIPALITY	2016-17	14	9	6	2
		2017-18	13	10	6	2
	CORPORATION	2016-17	1	1	1	1
		2017-18	1	1	1	1

Source; Primary data survey 2019

committees under transferred institutions. In this context the frequency of meetings held in the institution to streamline the institutional administration is important. This data attempts to provide information in this regard.

In Urban Local Bodies, the working group participation is very high and its performance becomes an unavoidable one. According to our survey, we found that majority of the Municipalities conducted around 5 meetings in each year, and in a few the numbers range between 10 to 15 intervals. In each section the decisions and discussions are recorded for the smooth running of the transferred institutions under local bod-

Performance Audit: It involves systematic evaluation of its functioning, scrutiny of accounts, records, proceedings, assessment, demand and collection of tax and non-tax revenues. It covers all aspects of the management process including planning, organising, executing, supervising and the outputs and outcome.

All the Corporations follow good level of audit management in both financial years. Audit is conducted in all Corporations according to government orders. Local Fund Audits are conducted in majority of the Municipalities.

The study indicates that statutory audits are regularly conducted in all the Municipali-

YEAR	TYPE OF URBAN BODY	TYPES OF AUDITS	NO. OF MUNICIPALIES & CORPORATION	NDA
2016-17	MUNICIPALITY	PERFORMANCE AUDIT	19	12
		LOCAL FUND AUDIT	29	2
	CORPORATION	PERFORMANCE AUDIT	4	0
		LOCAL FUND AUDIT	4	0
2017-18	MUNICIPALITY	PERFORMANCE AUDIT	4	0
		LOCAL FUND AUDIT	20	21
	CORPORATION	PERFORMANCE AUDIT	28	3
		LOCAL FUND AUDIT	4	0
<i>Source; primary data survey 2019</i>				

ies. Agriculture, health, public education have comparatively recorded fewer meetings in a year. The most struggling sectors are agricultural and health institutions, which need to improve their number of meetings for the better functioning of ULBs.

4.2.5 Audit and Performance of Urban Local Bodies

Municipalities and Corporations are obliged go through some statutory audit mechanisms instructed by Government of Kerala. They are performance and local fund audits. Hence the analysis of the frequency of audits in a year can also take as an indicator of government initiative to streamline the urban governance system in Kerala.

ties and Corporations. This is reflected in the case of local fund audit and performance audit as well. However reflections from the assessment of trainees indicate the training sessions on audit were ineffective in nature. This indicates need for improvement in training sessions on audit

SECTION - 3

INITIATIVES FOR PEOPLE FRIENDLY

URBAN GOVERNANCE SYSTEM

This section discusses the initiatives for people friendly urban governance system based on the data collected from the sample. The topics discussed in this section are urban beautification initiatives in urban local bodies, people friendly local governance system, online services and creation and protection of public spaces.

4.3.1 URBAN BEAUTIFICATION INITIATIVES IN MUNICIPALITIES AND CORPORATIONS

Planning can improve the revenue of urban local bodies. It leads to attracting business and private investments. By proper planning, quality of life and environment improves. Creation of the open space leads to the creation of better neighbourhoods. Mobility pattern and traffic can improve through specific strategies.

Every town includes unauthorized constructions and buildings. These buildings vary

from semi- structured to permanent in nature. And this is used for commercial and residential purposes. This table examines the urban beautification initiatives by urban local bodies. It evaluates initiative taken to identify unauthorised constructions, actions taken on unauthorised constructions, urban spatial planning and urban beautification. Since the land value is very high, there are high potentials for enhanced number of unauthorised buildings. Hence identification of unauthorised building and taking action against them is important for protecting public space within the urban location. Spatial planning within the town is also important in making the town attractive in nature. Identification of the locations suited for different purposes such as street vending, parking, creating public utility service such as park and business centres, building public toilets, constructions of footpaths and playgrounds, etc are important in spatial planning.

INITIATIVES*	URBAN BODY	YEAR	NO INITIATED	INITIATED	TOTAL
Initiatives for identifying unauthorised constructions and buildings	MUNICIPALITY	2016-17	7	24	31
		2017-18	1	30	31
	CORPORATION	2016-17	0	4	4
		2017-18	0	4	4
Actions taken for unauthorised constructions and buildings	MUNICIPALITY	2016-17	7	24	31
		2017-18	4	27	31
	CORPORATION	2016-17	1	3	4
		2017-18	1	3	4
Initiatives for Urban Spatial Planning	MUNICIPALITY	2016-17	19	12	31
		2017-18	18	13	31
	CORPORATION	2016-17	1	3	4
		2017-18	1	3	4
Initiatives for Urban Beautification	MUNICIPALITY	2016-17	16	15	31
		2017-18	13	18	31
	CORPORATION	2016-17	3	1	4
		2017-18	3	1	4

Source: Primary data survey 2019

Data from the above table shows that in 2016-2017, only 24 Municipalities had taken steps for finding out unauthorised constructions. The remaining 7 Municipalities could not take steps to identify unauthorised constructions. But in 2017-18 after the training, every Municipalities have taken initiatives to identify unauthorised constructions. Corporations are better in identifying unauthorised constructions. All the Corporations have gone through the procedures against unauthorised constructions and buildings. The initiatives of Corporations in identifying unauthorised constructions are similar before and after the training. From the data we could conclude with an assumption that training has made some impacts on Municipalities and Corporations to identify unauthorised buildings.

Even though the Municipalities have taken initiatives to identify unauthorised buildings, the rate of actions is not in par with identification of unauthorised buildings. It seems there is a slight change that has occurred after the training in taking action against unauthorised buildings. In 2016-2017 about 24 Municipalities had taken action against unauthorised constructions. The remaining 7 could not take appropriate action against unauthorised constructions. But the number had improved after training. A slight change occurred in actions which increased 27 Municipalities in 2017-2018. Corporations have taken actions against authorised buildings because the potential of mushrooming unauthorised buildings are high in Corporations. In both the financial years, the data shows three out of four Corporations took action against unauthorised constructions.

As part of NULM initiatives, the street vendors were given numbers and identity cards and were allotted specific area for street vending with in Municipal areas. This could be taken as a good initiative to keep the street clean, spatial by regulating street vending.

Urban spatial planning is very relevant for urban local bodies. About 60 percent of the Municipalities have not taken initiatives for urban spatial planning in both financial years. The remaining 40 percent have taken steps for spatial planning. The data shows that not much improvement has happened after the training. Spatial planning is a complex idea which needs

more expertise and support for ULBs. This may require deeper training and the frequency of training may also be required for improvement.

Corporations take urban spatial initiatives in both financial years. Spatial planning is more relevant for Corporations and they have high population density and small amount of open spaces for public interaction.

About 51 percent of the Municipalities have not taken steps for beautifying towns in 2016-2017 financial year, prior to the training. But this number slightly decreased to 41 percent in 2017-2018 after the training. This shows that training could not make much impact on urban beautification. Municipalities have to take up initiatives for better urban beautification to make their environment more people friendly.

Corporations could not take sufficient initiatives for urban beautification which could be suited for urban environment. Only one corporation had taken steps for beautifying the cities.

The data shows that majority of ULBs had taken initiatives to identify unauthorised constructions in their area while higher rate of action is taken against unauthorised buildings. In case of Municipal Corporation, their status is slightly better than Municipalities. The observations show that there is small improvement in identifying unauthorised buildings after the training. It could be noted that more training based on modern technology such as GIS for identifying and monitoring unauthorised buildings in ULBs. The next round of KILA's training can improve by including sessions on use of advanced technology in urban planning and governance.

As discussed above, majority of the Panchayaths in Kerala, gradually are converted in to the status of census towns. The population density in ULBs is also increasing. Hence the concept of spatial planning; identifying, allotting special locations for specific functions are attaining more relevance. The study shows that the initiative for urban spatial planning is generally less in Kerala. The initiative for Kollam district plan and some other initiative of urban planning department are worth mentioning. But the recent urban development plans give more importance to spatial planning. The present study highlights that ma-

jority of the Municipalities does not follow process of the spatial planning. Only one third of the Municipalities are doing spatial planning. Situation of Municipal Corporations shows that two out of four Corporations have taken initiatives in this direction. Urban spatial planning could be initiated by systematic urban planning with technical expertise. Political will is also a prerequisite for spatial planning. This underscores the fact that more detailed training on necessity and methods of spatial planning is needed in urban location of Kerala. Hence the urban governance division of KILA need more detailed programme for the necessity and methods of urban planning. Special training programme can be arranged in the topic of spatial planning itself.

4.3.2 INITIATIVES TAKEN BY THE MUNICIPALITIES AND CORPORATIONS FOR MAKING PEOPLE FRIENDLY LOCAL GOVERNANCE SYSTEM

People friendly office management initiative benefits citizens and staff. Quality of the infrastructure facilities and its maintenance are important for proper service delivery. The given data indicates last year's initiatives in ULBs. People friendly office management system is an important measure to improve the quality of urban governance. It includes aspects such as front office, exhibiting service boards, arranging chairs for citizens, establishing complaint box for reporting complaints, establishing and maintaining sufficient toilet system and ensuring drinking water, fixing ramps for physically challenged and old age people etc. are the part of making the office management people friendly.

INITIATIVES*	TYPES OF URBAN BODY	INITIATED	NOT INITIATED	NDA	TOTAL
FRONT OFFICE	MUNICIPALITY	23	7	1	31
	CORPORATION	4	0	0	4
SERVICE BOARDS	MUNICIPALITY	19	10	2	31
	CORPORATION	4	0	0	4
SITTING CHAIR	MUNICIPALITY	25	5	1	31
	CORPORATION	4	0	0	4
RAMP	MUNICIPALITY	3	24	4	31
	CORPORATION	1	3	0	4
TOILET	MUNICIPALITY	24	6	1	31
	CORPORATION	4	0	0	4
RESTING ROOMS	MUNICIPALITY	21	9	1	31
	CORPORATION	4	0	0	4
DRINKING WATER	MUNICIPALITY	23	7	1	31
	CORPORATION	4	0	0	4
COMPLAINT BOX	MUNICIPALITY	30	0	1	31
	CORPORATION	4	0	0	4
CITIZEN CHARTER	MUNICIPALITY	19	5	7	31
	CORPORATION	4	0	0	4
PUBLIC EDUCATION FOR CITIZEN CHARTER	MUNICIPALITY	20	4	7	31
	CORPORATION	3	1	0	4
TOKEN SYSTEM	MUNICIPALITY	12	17	2	31
	CORPORATION	2	2	0	4
RECREATIONAL FACILITY	MUNICIPALITY	15	15	1	31
	CORPORATION	1	3	0	4

Source; Primary data survey 2019



Front office of Pandalam Municipality

Front office could make the office friendlier to the people. It is widely noted that the front office has helped to improve the quality of service delivery provided through ULBs. All the Corporations had renovated their front office in 2017-2018. A sum of 70 percent Municipalities renovated their front offices. The remaining 30 percent could not initiate efforts to make people friendly front office.

Service boards carries information about services, fixed time for availing services, and the procedure for availing the services. Well managed service boards minimize the effort of citizen to identify procedure for getting services. About 34 percent of Municipalities had not initiated updates and renovate in the service boards. All Corporations had renovated service boards. Though the Corporation could take up the initiative to upgrade the service boards most of the municipalities could not do after the training.

Providing sitting chairs to the people are part of ensuring dignified service to them. About 83 percent of Municipalities improved its sitting chairs to make them people friendly. All corporations made improvements in sitting chairs.

Ramp facilities have been provided by Angamaly Municipality. Thiruvananthapuram Municipal Corporation too has this facility. An-

gamaly Municipality has wheel chair facility for the disabled. No other Municipality could provide facilities such as quality infrastructure to people belonging to the old age and differently abled people. All corporations have renovated and maintained their toilets in the last year. But 6 Municipalities had not renovated their toilet facilities. Resting rooms and drinking water facilities are renovated in all Corporations. But 9 out of 30 Municipalities had not taken initiatives for resting rooms. This shows that Municipality could not make their infrastructure system more people friendly.

Token system and recreational facilities have been neglected in majority of the Municipalities. About 59 percent Municipalities do not follow token system. Only 50 percent of Municipalities have recreational facility initiative in last year.

4.3.3 ONLINE SERVICES PROVIDED BY THE MUNICIPALITIES AND CORPORATIONS

E-governance helps in building trust between government and citizens. It is essential for good governance by using internet based strategies to involve citizens in the policy process, transparency and accountability of governance. Online service system makes faster delivery of services. These services make the service delivery faster and accountable to the people. It reduces the cost of running and brings high level of trust over government. Provisioning of certificates, facilitating e-Payment, e- Filling and e-Governance services are included in online services. The following table analyses the status of ULBs in this regards. The department of LSGD and Information Kerala Mission have taken lot of initiatives for computerisation and providing online services to ULBs. Softwares such as Sagarma, Sulekha have been introduced in ULBs to make the services people friendly in nature.

ONLINE SERVICES	TYPE URBAN LOCAL BODY	
	MUNICIPALITY	CORPORATION
E- TENDER	31	4
BIRTH AND DEATH CERTIFICATES	31	4
MARRIAGE CERTIFICATE	31	4
OWNERSHIP CERTIFICATE	31	4
TAXATION	31	4

Source; Primary data survey 2019

The data from the above table indicates that all the aspects of e-governance discussed are followed by all the Municipalities and Corporations. As indicated above, it would be the result of the State wide initiative by the IKM and LSGD. However experience during the field work showed that computerisation and e-governance has made the urban service delivery more people friendly in nature. This has improved the speed of the service delivery and made it more accountable to the people. It is noticeable that the messaging system through mobile has given opportunity to the service seekers to get updated information on their file application. This has also provided opportunities for file tracking as well. This helps to avoid the mystery of governance and has made it more transparent in nature. This has also led to minimising bribery and despotism involved in service delivery of urban local offices. The above table shows that all Municipalities and Corporations provide E-governance facilities. The knowledge and application of these services has not reached all officials. It concentrates on particular persons in the office.

4.3.4 INITIATIVES IN MUNICIPALITIES AND CORPORATIONS FOR CREATION AND PROTECTION OF PUBLIC PLACES

Public spaces are important asset of cities. They provide opportunities to come together and engage with community. These spaces work as inclusive, diverse and also divert into a social space. These units should be valued as assets to make vibrant and as a welcoming space for citizens. Open space works as a platform to nurture gathering of the citizens together and it can promote community feeling, irrespective of socio economic religious and caste biases.

There are different kinds of public places and urban localities. Parks and garden are the recreational places for children and other citizen. This could also provide recreational facility for the people who belong to the old age. Old age homes and day care centres such as Pakalveedu are institutional spaces that ensure the survival of old age people in the age of family nuclearization and isolation of the old. Urban agglomerations are also centres of carbon emission. Hence

the initiative for social forestry and creation of green spaces is also a pertinent initiative to sustain urban spaces as liveable locations. This vegetation cover can absorb more carbon and can sustain urban air with better freshness. The basic infrastructure such as creation of bus stands, renovations, creation of sufficient toilets in different locations and footpath are relevant. In the present urban growth, pedestrians are the most neglected group in urban development. Creation of footpath and subways are the basic prerequisites for people friendly urban planning. As the part of gender based planning, constructions of feeding room in different locations are also relevant in nature. The following table examines how far the Municipalities and Corporations have taken this initiative.

Table-4.13 Initiatives in Municipalities and Corporations for Creation and Protection of Public spaces

INITIATIVES*	TYPES OF URBAN BODY	NOT INITIATED	INITIATED	NDA	TOTAL
PARK	MUNICIPALITY	17	14	0	31
	CORPORATION	0	4	0	4
OLD AGE HOME	MUNICIPALITY	12	19	0	31
	CORPORATION	1	3	0	4
GARDEN	MUNICIPALITY	15	16	0	31
	CORPORATION	1	3	0	4
GREEN SPACE	MUNICIPALITY	17	14	0	31
	CORPORATION	2	2	0	4
SOCIAL FORESTRY	MUNICIPALITY	17	14	0	31
	CORPORATION	2	2	0	4
FOOTPATHS	MUNICIPALITY	1	30	0	31
	CORPORATION	0	4	0	4
CONSTRUCTION AND RENOVATION OF BUS STAND	MUNICIPALITY	6	8	17	31
	CORPORATION	4	0	0	4
PUBLIC TOILET	MUNICIPALITY	5	19	7	31
	CORPORATION	0	4	0	4
FEEDING ROOM	MUNICIPALITY	19	5	7	31
	CORPORATION	2	0	2	4

Source; Primary data survey 2019

*The initiatives taken by the municipalities and corporation for the creation and protection of public places

The study shows that majority of Corporations initiated in establishing parks. Whereas majority of the Municipalities could not do the same. Out of 31 municipalities 17 Municipalities could not initiate for the protection and creation of the public spaces. Corporations are more likely to create public spaces more than Municipalities. All the Corporations had initiated steps to protect parks and footpaths. Footpaths are the lifelines of the cities. Old age homes and gardens are initiated in three of the Corporations. These were created, protected and renovated in 2017-2018. Green spaces and Social forestry are new concepts which are initiated in only two Corporations. The concepts of feeding rooms are not yet practised in Municipalities and Corporations. No toilet facilities are provided for transgender in any ULBs.

Almost 97 percent of the Municipalities had initiated protection of footpaths in last financial year. Only 45 percent of Municipalities had taken steps to create and protect parks. The

remaining have to improve their status against parks. About 61 percent of the Municipalities have created and protected Old age homes. About 50 percent Municipalities protected gardens. Only 45 percent of the Municipalities had taken steps to create and maintain green space and social forestry. Around 80 percent of Municipalities have initiated to protect public toilets. Constructions and renovation of bus stations has to be improved.

Urban open spaces provide recreation and aesthetic values for city life. Attractive and accessible open spaces help citizen for physical activities. Majority of the Corporations establish and maintain parks in their limits. But majority of the Municipalities could not do the same. As we discussed, public spaces are ready for children, women and old age people. This is also helpful to control life style related diseases. The studies indicate the increasing trend in life style related diseases in Kerala. Hence the ULBs have to take more actions to establish parks and public spaces. It is a good sign. Majority of the Municipalities could initiate steps to establish and maintain old age homes in urban location. This could help

old age people to avoid loneliness and isolation in their houses. At the same time a good number of Municipalities has to rise into this status. This is also part of inclusive urban governance. Creation of green space is the one major path ways to reduce the effect of carbon emission. The result shows that this agenda could not make sufficient space in the programme of ULBs particularly in Municipalities. The performance of ULBs in terms of creation and maintaining of gardens and construction of footpaths, toilets, and establishment of old age homes are appreciable in the last year after training.

The KILA's training on urban governance might have given a push to the initiatives of ULBs in this direction. At the same time responses show that urban greening and bringing gender concerns in urban development are the areas quite new to the ULBs. Hence they require more focus in KILA's urban training programme

on the aspects of urban greening and bringing gender concerns into KILA.

SECTION - 4

4.4.1 PERFORMANCE IN PLAN IMPLEMENTATION AND FUND UTILISATION OF URBAN LOCAL BODIES

This section discusses the performance of plan implantation and fund utilisation of urban local bodies. In the urban local bodies, the performances are mainly based on the formulation of plans, implementation and utilisation. The table contains General plan, women component plan, special component plan, allocation for children, special component plan and tribal sub plan.

PLANS	TYPES OF ULB	YEAR	PERCENTAGE UTILISATION OF PLANS					NDA	TOTAL
			0-60	61-70	71-80	81-90	91-100		
GENERAL PLANS	MUNICIPALITY	2016-17	9	5	5	4	5	3	31
		2017-18	6	3	3	3	13	3	31
	CORPORATION	2016-17	3	0	0	0	0	1	4
		2017-18	1	1	0	1	0	1	4
WOMEN COMPONENT PLAN	MUNICIPALITY	2016-17	8	3	4	3	10	3	31
		2017-18	17	1	2	1	6	4	31
	CORPORATION	2016-17	2	0	0	0	1	1	4
		2017-18	2	1	0	0	0	1	4
ALLOCATION OF FUND FOR CHILDEN	MUNICIPALITY	2016-17	13	2	1	2	10	3	31
		2017-18	13	1	0	2	12	3	31
	CORPORATION	2016-17	2	0	1	0	0	1	4
		2017-18	3	0	0	0	0	1	4
SPECIAL COMPONENT PLAN, TRIBAL SUB PLAN	MUNICIPALITY	2016-17	16	1	3	1	6	4	31
		2017-18	10	6	0	1	8	6	31
	CORPORATION	2016-17	3	0	0	0	0	1	4
		2017-18	1	0	1	0	1	1	4

Source; Primary data survey 2019

* The municipalities and corporations utilisation of the allocated fund in the form of expenditure

* Tribal component plan is not found across all the ULBs

Table No 4.15 Plans Implementation and Expenditure by Municipalities and Corporations

PLANS	YEAR	URBAN LOCALBODY	MUNICIPALITIES
GENERAL PLANS	2016-17	MUNICIPALITY	KUNNAMKULAM, THRIKKAKKARA, CHAVAKKAD, NEDUMANGAD, ATTINGAL, THALASSERY, IRINGHALAKUDA, ALUVA, VADAKANCHERY
		CORPORATION	KANNUR, THRISSUR, THIRUVANANTHAPURAM
	2017-18	MUNICIPALITY	PERUMBAVOOR, CHALAKUDY, THALASSERY, THRIKKAKKARA, THIRIPUNITHURA, OVATTUPUZHA, IRINGHALAKUDA, THIRUVALLA, KUNNAMKULAM
		CORPORATION	THRISSUR, THIRUVANANTHAPURAM, KANNUR
WOMEN COMPONENT PLAN	2016-17	MUNICIPALITY	THALIPARAMBA, VARKALA, THRIKKAKKARA, NORTH PARAVUR, THIRIPUNITHURA, TIRUR, ALUVA, THALASSERY
		CORPORATION	KANNUR, THRISSUR, THIRUVANANTHAPURAM
	2017-18	MUNICIPALITY	THALIPARAMB, TIRUR, KOOTHATUKULAM, PAYYANUR, CHALAKUDY, ATTINGAL, THIRIPUNITHURA, NORTH PARAVUR, CHAVAKKAD
		CORPORATION	THIRUVANANTHAPURAM, THRISSUR, KANNUR

ALLOCATION FOR CHILDREN	2016-17	MUNICIPALITY	THRIKKAKKARA, THALASSERY, VALANCHERRY
			THIRIPUNITHURA, NORTH PARAVUR, CHAVAKKAD
			VADAKANCHERY, THIRUVALLA, ADOOR
	2017-18	MUNICIPALITY	THRIKKAKKARA, KUNNAMKULAM, CHALAKKUDY
			THALASSERY, MOOVATTUPUZHA, CHAVAKKAD
			THALIPARAMB, ANGAMALY, ADOOR
SPECIAL COMPONENT, PLAN, TRIBAL SUB PLAN	2016-17	MUNICIPALITY	NORTH PARAVUR, THALASSERY, THIRIPUNITHURA
			VADAKANCHERY, MOOVATTUPUZHA, GURUVAYOOR
			THIRUVALLA, TIRUR, IRINGHALAKUDA
	2017-18	CORPORATION	THRISSUR, TUVU, KANNUR
			THRIKKAKKARA, THIRUVALLA, THIRIPUNITHURA
			PERUMBAVOOR, CHAVAKKAD, VARKALA
2017-18	CORPORATION	IRINGHALAKUDA, ATTINGAL, NORTH PARAVUR	
		THRISSUR, KANNUR, TUVU	

Source: primary data survey 2019

● HIGH PERFORMANCE ● MEDIUM PERFORMANCE ● LOW PERFORMANCE

This table evaluates the status of plans implementation and utilization of fund by the urban local bodies.

General plans: In the case of general plans, the performance of ULBs have shown a significant improvement. The number of Municipalities that have spent the general funds in 2016-2017 in the percentage interval of 0-60 was 9, which has further decreased to 6 in 2017-2018. At the same time the number of Municipalities who have spent general fund in the percentage interval of 80-100 increased from 9 in 2016-2017 to 16 in 2017-2018. The number of Municipalities who have shown higher level of performance; 90-100 percentage interval has increased from 5 in 2016-2017 to 13 in 2017-2018. The trend of Corporations is also progressive in nature. In 2016-2017 three out of four Corporations were lying in the 0-60 percent category, whereas this has decreased to 1 in 2017-2018. At the same time 1 Corporation raised their spending into the percentage interval of 80-90, which was not there in 2016- 2017.

Women component Plan: In the case of women component plan, the data shows gradual declining trend in the last 2 years. In 2016-2017 the number of Municipalities lying under the category of 0-60 interval was 8 and which was further increased to 17 in 2017-2018. At the same time the number of Municipalities that were lying in percentage interval between 80-100 decreased from 13 in 2016-2017 to 7 in 2017-2018. During the same time Corporations have shown static tendency in women component plan.

Allocation for Children: In case of allocation of funds for children, Municipalities show a static trend across the two financial years. In 2016-2017, 13 Municipalities were under 0-60 category in utilising funds for children. The same number also repeated in 2017-2018 under 0-60 category. At the same time Municipalities lying under 80-100 category in 2016-2017 increased from 12 in 2016-2017 to 14 in 2017-2018. The fund utilisation of Corporations for Children has shown a gradual decrease. The number of Corporations lying under 0-60 percent category was 2 in 2016-2017 which has further increased to 3 in 2017-2018.

Special component plan, Tribal sub plan: The allocation and expenditure of the tribal component plan and special component plan for scheduled castes has taken together here under the category of special component plan.

The data on special component plan shows that, there is an improvement in the expenditure on special component plan in the Municipalities and Corporations. The number of Municipalities lying under 0-60 percent interval was 16 in 2016-2017 which further decreased to 10 in 2017-2018. It is interesting to note that Municipalities that have shown higher performance in spending under special component plans (80-100) percent also increased during the same period. The same tendency can also be seen in Corporations as well. Hence we could reach into an assumption that there is a positive trend in the performance of ULBs in spending money under special component plan.

SUMMARY

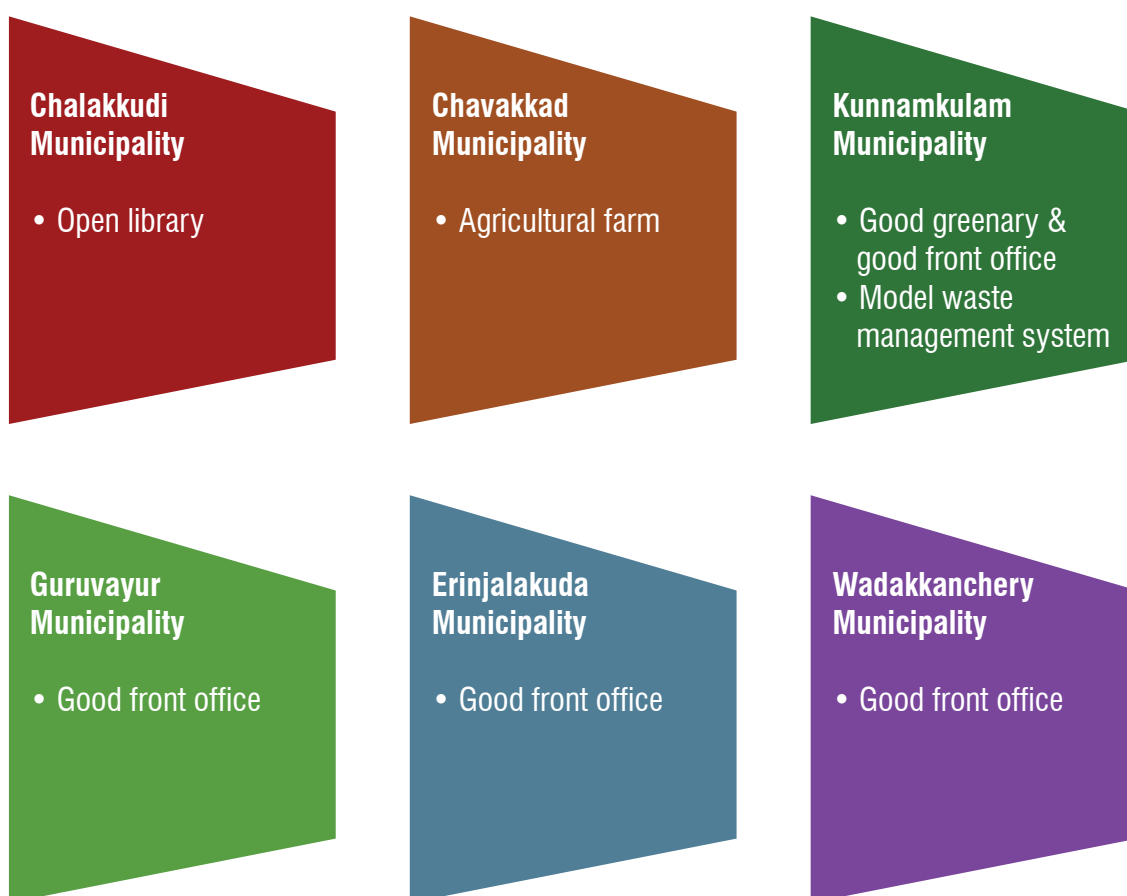
The table on expenditure of Municipalities and Corporations has a general trend of improvement in spending by ULBs. Notwithstanding the positive performance in spending general funds, data shows that Municipalities and Corporations have shown poor performance in woman component plan. This indicates that there is a lacuna in engendering local governance process in ULBs. It is also interesting to note that KILA's training could not address gender aspect of urban governance. KILA has recently initiated a programme for gender friendly Panchayaths. This may have to be percolated to the ULBs as well. This also points out the need of special training on engendering urban governance.

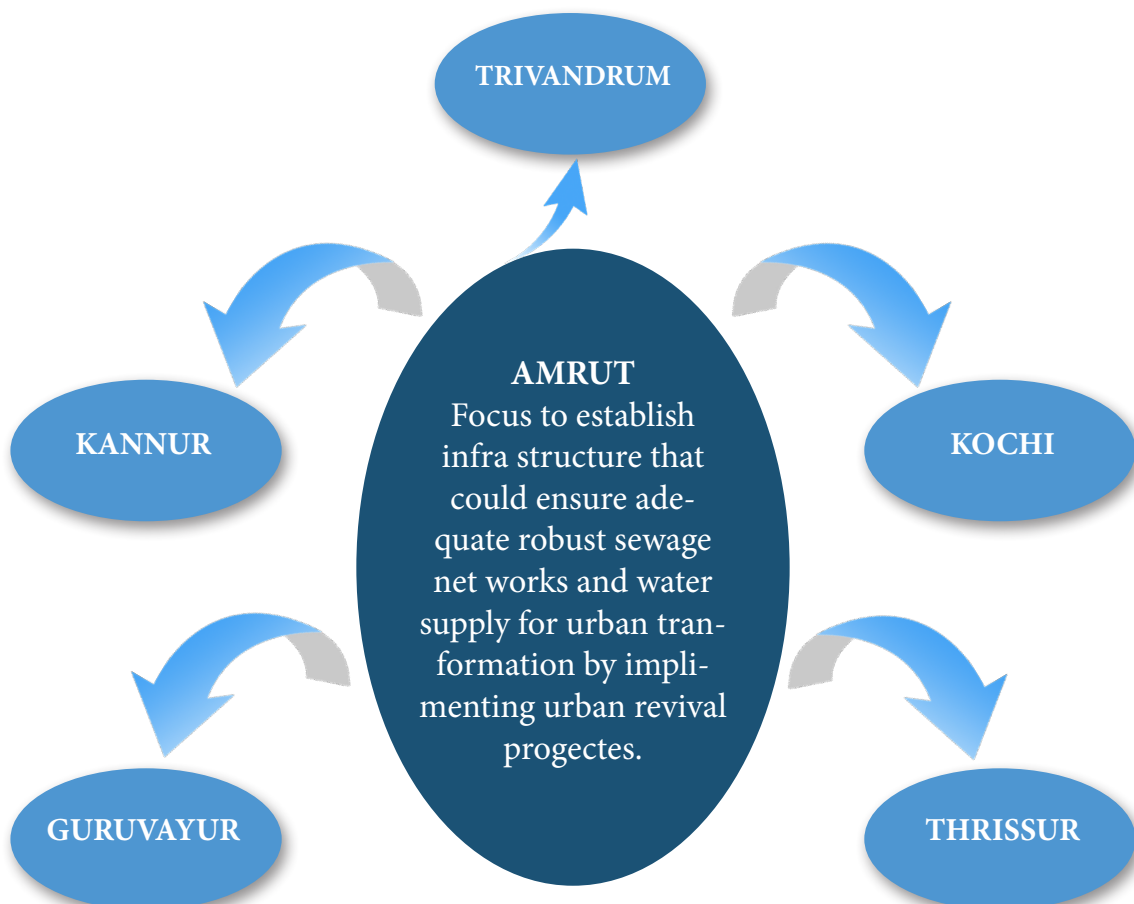
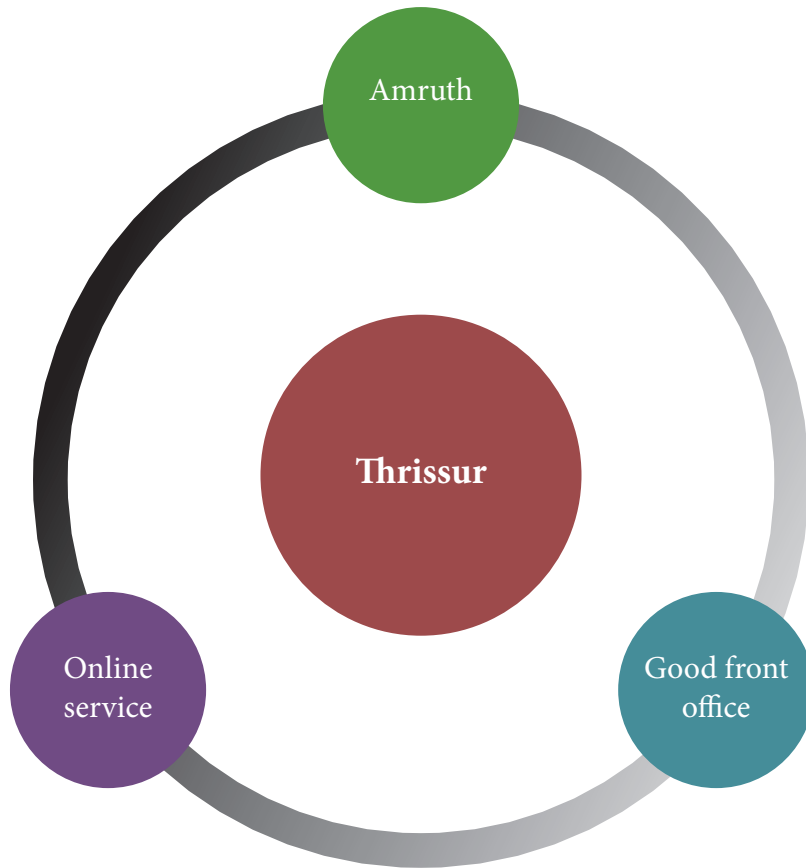
The data on spending on children in ULBs also shows a stagnant trend. During the study we could not even observe remarkable instances on child friendly governance except children friendly library initiative in Chalakudy Municipality. Since KILA has a good experience on training the local bodies on child friendly initiatives, they could give a special training to all the ULBs on child friendly urban governance. And this component can also be included in child friendly governance programme.

Table No 4.16 Data wise Comparison of Municipalities and Corporations		
OBJECT	MUNICIPALITY	CORPORATION
TAX COLLECTION 2016-17	AVERAGE	INCREASED TENDENCY
TAX COLLECTION 2017-18	AVERAGE	INCREASED TENDENCY
SPECIAL INITIATIVES FOR TAX COLLECTION	IMPROVED	IMPROVED
AUDIT	IMPROVED	IMPROVED
URBAN BEAUTIFICATION	NEED IMPROVEMENT	IMPROVED
PLAN IMPLEMENTATION	IMPROVED	IMPROVED
PEOPLE FRIENDLY OFFICE	IMPROVED	IMPROVED
ONLINE SERVICE	IS IN PROGRESS	IS IN PROGRESS
PROPER FUNCTIONING OF MUNICIPAL OFFICE	IMPROVED	IMPROVED
SYSTEM OF ATTENDANCE	NEED BIOMETRIC SYSTEM	NEED BIO METRIC SYSTEM
COMMITTEE SYSTEM	NEED IMPROVEMENT	NEED IMPROVEMENT
OFFICE MANAGEMENT	FUNCTIONING EFFECTIVELY	FUNCTIONING EFFECTIVELY

Source; Primary data survey 2019

Figure 4.3 Some exemplary initiatives by the ULBs





PRASAD

Pilgrimage Rejuvenation and Spiritual Augmentation Drive



Guruvayur Municipality

Kochi Corporation

NUMMA OONU
(Ernakulam District)



SCHEME

To eradicate Hunger from the cities, a new meal scheme has been initiated by Ernakulam district administration. It is a collaboration of Petronet LNG Foundation and Kerala Hotel and Restaurant Association. Under this scheme people who cannot afford to pay for food can collect coupons from designated counters in the city and exchange it to avail a meal at selected hotels. A total of 500 coupons are distributed daily to the beneficiaries across the districts as part of this project. Angamaly Municipality is one among the designated counters and it distributes coupon for the poor. Two hotels are associated with this Municipality and they distribute around 40 coupons per day.

CHAPTER - V

EVALUATION OF THE TRAINING PROGRAMME CONDUCTED BY KILA

KILA conducted its training program on capacity building for Municipal officials in the months of May, June, July and December 2017. For evaluation of KILA's training program, two types of tools were used. Questionnaire has been used to measure the quality of training the indicator that includes quality of handbooks, contents, presentation in the sessions and group interactions during the training. Trainees have marked the effective and ineffective sessions according to their personal choice. One question was about the changes that have resulted after training. The last session was a multiple choice question which measured the knowledge of officers on Municipality Act and the domains under training.

All the Officials who were trained under KILA training program in all the selected municipalities and corporations under the study have been selected as respondents of the questionnaire survey. They constituted 165 officials out of 390 training participants of KILA training program (42%), we could cover 151 out of 165 targeted population. The others were either transferred or promoted to the distant location.

5.1 TRAINEES' RESPONSE ON THE TRAINING PROGRAMME ORGANISED BY KILA

Trainees' responses have been taken about the content of the handbook, slides presentation, group interaction and self-learning activities. The following table provides information on this regard. This table analyses responses of the participants who attended the training program. This table contains evaluation of the handbook, slides presentation, group activities and self-learning tasks.

The following table describes the overall quality of the training. The respondents were asked to record their opinion about the training. The responses are given below. This table describes the quality of handbook, way of communication and about training sessions.

Table No 5.1 Response of the Trainees on Handbook			
TRAINING SESSIONS		RESPONSE	RESPONSE PERCENTAGE
Handbook	Excellent	45	32%
	Good	88	62%
	Above Average	8	6%
	Average	0	0
	Below average	0	0
	NDA	10	7%
Way to communicate the content in the hand book	Excellent	40	28%)
	Good	99	70%
	Above Average	2	2%
	Average	0	0
	Below average	0	0
	NDA	10	7%
Training sessions are helpful to attain the objective	Yes	123	87%
	No	19	13%
	NDA	9	6%
<i>Source: Primary data survey 2019</i>			

The above table describes the quality of training, materials and content. Most of the responses show that the quality of handbook was above average in nature. 45 respondents (32%) stated that it was excellent. 88 respondents stated that it was good. 133 out of 141 (94%) responded that it was excellent and good. While only 8 of them evaluated it as average.

Most of the respondents stated that the method and the way the ideas are communicated in the handbook were attractive. About 40 out of 141 participants (28%) responded that it was excellent. And another 99 opined that it was good. 139 out of 141 (99%) responded that the mode of communication was excellent. Only 2 of them mentioned that it was above average.

The response of the training shows content of the handbook and method adopted for communicating training ideas in the handbook were higher in quality. This indicates the quality of training preparations and the good layout of training handbook.

Efficiency of training sessions

There was a question intended to assess the training objectives. About 123 respondents out of 142 (87%) stated that the training sessions were capable to attain the training objective.

While only 19 of them stated that the sessions were not conducted in a manner to fulfil the objectives of the training. The above data show the overall training programme was efficient enough to deliver the ideas incorporated

in the training modules. Majority of them could cover the training expectations. This indicates the need of more in-depth training on urban governance to the stakeholders of ULBs. Since the trust of KILA is more on training rural local bodies, more extensive training programmes are required for the stakeholders of the ULB.

Quality of the Slide Presentations

The qualities of the sessions based on Presentation slides were evaluated through the questionnaire given to the respondents. The following table explore the details.

Table No 5.2 Response Of The Trainees On Slide Presentation

TRAINING SESSIONS		RESPONSE	RESPONSE PERCENTAGE
Slide presentation	Excellent	87(61%)	61%
	Good	51(36%)	36%
	Above Average	3	2%
	Average	1	.7%
	Below average	1	.7%
	NDA	8	6%
Content	Lack of time	24(18%)	18%
	Correct time	81(60%)	60%
	Excess time	30(22%)	22%
	NDA	16	11%
Presentation is helpful to attain the objective	Yes	120	83%
	No	15	10%
	NDA	16	11%
If no why?	Lack of content,	32(45%)	45%
	Ineffective Slide presentation,	13(18%)	18%
	Poor presentation,	5(7%)	7%
	Not applicable	21(30%)	30%
	NDA	80	56%
Presentation	Excellent	87(64%)	64%
	Good	48(35%)	35%
	Above Average	2(1%)	1%
	Average	0	0
	Below average	0	0
	NDA	14	8%
Presentation is limited within the content of the Slide	Followed	60(47%)	47%
	Fully followed	41(32%)	32%
	Partially followed	27(21%)	21%
	Entirely different from Slide	1	.7%
	NDA	22	15%

Source: Primary data collection 2019

While we go through the training module, most of the sessions relied on slide presentations as the mode of communication. The slides were given in the training modules. Hence the quality of the content of slides, ability to present, maintenance of time, restricting the presentation to the given topic were the indicators used to analyse the quality of slide presentation.

Perspective on quality of the presentation slides

The above table indicates the perspective of participants about the quality of presentation slides. It can be found that 138 out of 143 respondents (97%) stated that the content of the presentation slides were excellent and good. Only 1 stated that it was below average.

The second indicator was whether the presenter could restrict the presentations within the limited time frame. The table shows 81 out of 135 (60%) responded cases stated that the training sessions finished within the allotted time. At the same time 30 respondents (22%) stated that the presentations have taken excess time to finish. And another 24 (18%) stated that the time allotted was not sufficient to finish the presentation. This shows 54 out of 135 (40%) were not satisfied with the time utilisation of presentation. The third question is related to whether the PowerPoint followed the content of the training. The data tells that 101 out of 129 respondents (78%) stated that the presentation either follows the content of PowerPoint in their presentation. At the same time only 27 responded that the presentations partially follow the content.

The inferences from the quality of the presentations, majority followed the time allot-

Perspective on quality group activities and interactive sessions

Along with the presentation slides KILA has adopted group and self-learning activities in order to make the training participatory in nature. The following table is an attempt to analyse the responds in this regard.

Perspective on quality of group activities and self-learning sessions

The responses on quality of group learning and self-learning activities indicate that 83 out of 127 responded (65%) state that the group activities and self-learning activities maintained quality. At the same time 44 out of 127 (35%) expressed their dissatisfaction in the quality of self-learning and group activity sessions.

The next is regarding the group activities which were related to the attractiveness of the group activities while comparing with the slide

Table No 5.3
Response of The Trainees on Group Activities in the Training Programme

TRAINING SESSIONS		RESPONSE	RESPONSE PERCENTAGE
Have self learning activities and group activities with various sessions	Yes	83	65%
	No	44	35%
	NDA	24	19%
Group activities or presentation is more effective	Presentation	111	82%
	Group activities	25	18%
	NDA	15	12%
Group activities and self learning activities in the training programme is pre-examined	Yes	91	70%
	No	40	30%
	NDA	20	16%

Source: Primary data survey 2019

ted for the presentation and the content included in the presentation. Responses of the majority also show that the content of the presentation was good. This indicates that use of presentation slides tool in KILA training caters to a higher rate of participation among the stakeholders. This also indicates that there is a good amount of homework is done to increase the quality of presentation slides. This reflects the fact that KILA invests in quality human resources in developing training materials.

presentation. We could get information from the table that majority of the participants' opted for slide as an attractive mode of training. 111 out of 135 (82%) recorded this opinion. While 25 out of 135 (19%) opted for group activities as an effective mode of training.

We could summarise from the table that the group learning and self-learning adopted during the trainings were effective. However majority of the participants still opt for slide presentation as a good method of communication. This

is may be because of the absence of innovative approaches in the group sessions and self-learning process. Several participatory groups and self-learning works were available in advanced training packages. The feedback underscore that KILA can improve a lot in self-learning and group activities.

Effective sessions in the training programme

Providing the title of all sessions and asking the respondent to mark the best session in that is a good practice to understand the trainer’s attractive sessions’ during the course of the training. This training programme covered 16 sessions altogether. The following table provides information on first five best choices among the 16 sessions selected by the participants.

dents opted it as an effective one. It had widened their knowledge on duties, responsibilities and administrative set up of ULBs. Since the subject is directly related to their job they may be more interested to acquire more information on the sessions. That may be the reason for the higher rating of these sessions.

Tax fixation and appeal session were rated third for its effectiveness and understanding. Around 34 percent of the trainees had positive impact upon tax fixation and appeal session.

About 51 opted right to information as the fourth best session. The fifth best session was about the urban administration and committee system. About 30 percent of the total respondents opted this as the fifth session in the training.

Table-5.4 Effective sessions in the training programme

NAME OF THE SESSIONS	NUMBER OF PARTICIPANTS PREFERRED	NUMBER OF PARTICIPANTS PREFERRED (PERCENTAGE)
Urban administrative session	87	58%
Official’s duties and responsibilities	78	52%
Tax fixation and appeal	62	41%
Right to information-service right-citizen chart	51	34%
Town administration and committee system	46	30%

Source: Primary data survey 2019

This table presents the details of the most attractive and informative sessions of the training. The session about the urban administration was the most preferred one. About 58 percent of the officials had marked it as favourite session. It was the first session which had given general information about urban administration. Dearth for basic information on urban administration among the participants may be the one reason for the preference along with the other attractions of the presentation.

The second preferred option was about the duties and responsibilities of the Municipal officers. Both these sessions were held at the first day of the training. About 52 percent respon-

Various reasons might have helped for making the session more attractive in nature. Quality of the trainer, way of teaching, interaction of group members, quality of presentations and keeping prompt time frames for presentations may be the factors that could have made the presentations more effective.

Along these factors, it is noteworthy that these sessions which were selected as best sessions also showed a common nature. Almost all subjects covered in this selection are closely related to the day to-day functioning and responsibility of officials. This may be the one major reason for opting the above mentioned sessions as the best five.

Ineffective session reported by the participants

The training programme covered 16 sessions. This table analyses the best first five ineffective session selected by the trainees. As we have given the preference for selecting effective five sessions, we also selected five ineffective sessions of the training programme for the participants. The following table provides information on this aspect. The first five ineffective sessions opted by the participants are given below:

Project planning and implementation was the next session under the category of ineffective sessions. Around 29 percent of the sample found it as an ineffective session. The fifth session which included the subject of town planning, construction and permission rules were the least preferred sessions marked by the participants. Ineffective of these sessions were approved by 29 percent of the participants.

TRAINING PROGRAMME	PREFERENCE	PREFERENCE (PERCENTAGE)
Accounting and auditing	58	38%
Suit	58	38%
Urban administrative session	44	29%
Project planning and implementation	43	28%
Town planning, construction rules and permission	42	28%

Source; Primary data survey 2019

The table shows the sessions which are not effective throughout the training. This evaluation is important for further improvements and modifications. Outputs from the table indicate which areas had to be improved for upcoming trainings.

Interestingly the most preferred option marked by the trainees was about court and legal issues. The same number was also marked on a session about accounting and auditing. About 38 percent of the participants stated that these sessions were inappropriate for learning. Court and legal issues were the last sessions of the training. Both these sessions were allotted 75 minutes for presentation.

The second preferred inefficient session was about urban administrative system. While comparing the number of participants who have opted this session as best session, this number is quite lesser. Around 30 percent of officials ended up rating this as not effective. And it was the first session of the training. It was one among the core area to be addressed for the Municipal staff.

Various reasons can be pointed out for the ineffectiveness of these sessions. There can be a general trend identified among the sessions. These subjects except the urban administration are not closely associated to day to day affairs and responsibilities of general officials. Each of these subjects is handled by specific officials allotted to handle them. Among these some of them are lying under the heads of officials from professional background. The subjects such as suits and public works fall under this category. Hence officials from the general category may not be interested in attending these sessions. This underscores the fact that training sessions which are not directly related to the general officials can either be restricted or it has to be made more attractive in nature. Apart from this, data also indicates the need for special training of officials who handle specific subjects in ULBs. In such a contest these sessions which are not directly related to the officials can be made simpler in nature. Lack of complexity in presentation includes understanding, technical issues, improper presentations, ineffi-

cient time management can be the causes for ineffectiveness in this session. The training team of KILA can initiate more discussions on why these training sessions were marked as poor sessions. Remedial and corrective measures based on this feedback can be initiated by KILA.

5.6 The Initiative Taken By the Officials after the Training Programme

The following table analyses the initiatives taken by the officials after the training. In this part options were given to mark the initiative undertaken by the officials after the training. The effectiveness of a training programme can be accessed based on the fact that manner with which the training has reflected in initiating further actions by the participants in the domains the training was conducted. Hence the following table explains the initiative taken by the officials after the training.

The above table shows how the training has led the officials to action in the domains dealt in the training. This data is relevant to understand whether the training has influenced them for better service delivery.

Most remarkably officials self-recorded that it had improved the speedy transaction of the files. About 58 percent of the participants approve that, it helped them to improve the fast movement of files. It was one of the main objectives of the training, where citizen value the time spent for their needs.

The second change which occurred as a result of the training was the transparency in the office work. Transparency is one of the pillars of decentralised administration. About 57 percent participants agreed, training impacted them in making a people friendly environment in the offices. Fast service delivery was the third impact of training. Upgradation of office activities and

Table - 5.6 Initiatives taken by the officials after

NATURE OF INITIATIVES	NUMBER OF RESPONSES	NUMBER OF RESPONSES (PERCENTAGE)
Speedy actions on file	88	58%
Making the office functioning transparently	86	57%
Improving the speed of service delivery	82	54%
Attempts to improve Office management	68	45%
Try to collect the tax effectively	53	35%
More readings on Municipal Acts and related law	49	32%
Initiatives to improve the basic amenity for the public	46	30%
Initiatives to upgrade the participation in the Ward Sabha	37	25%
Presentation in the staff meeting	26	17%
Renewal of the citizen charter	19	13%
Initiatives for new projects	11	7%
Speedy movement of legal process	10	7%
To conducting social audit for the evaluation of the project	9	6%
To use more time for project implementation	8	6%

Source: Primary data survey 2019

management spotted fourth and fifth positions in the result of training. More than 50 percent participants have stated that the training has brought changes in these areas.

The least impacted area of training marked on evaluation of standing committee meetings. About 5 percent of the participants responded that evaluation of works was done in standing committee meetings.

The other least impacted areas are spending more time on implementation of projects and evaluation of projects. Only 5 percent of the trainees they could initiate this activities after the training.

All the projects related to the components marked about 5 percent changes by the trainees. When a question was asked about to mark the ineffective session the training programme, majority of the officials had responded that vplanning and implementation sessions were inadequate. Only 10 out of 151 participants had taken initiative for the speedy movement of legal process. It could me mentioned that court and legal issues were the second most ineffective session of the training programme.

While we go through the areas that had taken initiatives by the training participants, after the training it could be noted that there are some general trends. The areas were more initiative and have been done related to the office management and movement of the files. Tax collection also got a pertinent space in it. These are the initiatives which lie under the autonomy of officials and which can be triggered through administrative decisions. But it is also noted that the training sessions in these topics were largely effective in nature. While we come to the case of less initiated area after training there are some common trends that have arrived. These subjects are more complex and also linked with the political decisions in the ULBs. They are also linked with the better performance of standing committees which are closely affiliated to the political administration. And some of these initiatives require more technical interventions. This highlights the need of joint training for officials and elected representatives. This can also do based on specific topics. This provides a directional change in the KILA's training in its approach and selection and composition of training participants.

KNOWLEDGE OF TRAINEES ON DOMAINS OF URBAN GOVERNANCE

The training was focussed on different domains of urban governance particularly components related to Municipal Act. The valuation of the level of knowledge of training the participants is quite relevant. A multiple answer questionnaire was given to the training participants by including questions from different domains to access their level of knowledge. These questions were developed from the presentations made during the training and the handbook provided to the participants. The questions related to various components of Municipal Act and its Amendments, tax collection, audit, and about the mandatory services were included in the questionnaire. The following section of the chapter provides information in this regard.

One major session of the training was focussed on introducing the major provisions in Municipal/Corporation Act and its Amendments. It was expected to provide the basic understanding to the participants about the Municipal/Corporation Act. This was a section expected to measure the minimum level of understanding of all participants. The following table provides the picture about the knowledge of training participants on Municipal Act and its amendments.

Table 5.7 Knowledge of trainees on Municipal Act and its Amendments

Questions	Number of correct responses (percentage)	Number of incorrect responses (percentage)	Not responded (percentage)	Total
The first major Amendment to Municipality Act is done in which year?	67 (57%)	50 (43%)	34 (23%)	151
Which is the element not included in 74th Constitutional Amendment?	71 (64%)	40 (36%)	40 (26%)	151
Ward committees established through which Constitutional Amendment?	61 (60%)	40 (40%)	50 (33%)	151
Which town planning act not got cancelled after the introduction of new Town Planning Act in Kerala?	53 (51%)	51 (49%)	47 (31%)	151

Source: Primary data survey 2019

The above table describes the knowledge of the trainees on Municipality Act and Amendments. Most of the responses show that the knowledge on Municipal act and Amendments were above average in nature. The first question was about the first major Amendment to Municipality Act and the year it was done. From the respondents, 67 trainees (57%) recorded the right answer. Whereas 50 respondents (43%) marked it as incorrect answer. 34 out of 151 (23%) did not responded to this question.

The second question was to identify the element which was not the part of 74th constitutional amendment. From the respondents 71 trainees (64%) recorded the right answer. Whereas 40 respondents (36%) could not give the right answer and 40 respondents (26%) did not answer the question.

The third question was to identify the amendment through which the ward committees were established. From the respondents 61 trainees (60%) recorded the right answer. While 40 respondents (39%) had given the wrong answer and, 50 respondents (33%) did not answer the question.

The fourth question was to identify the town planning act that got cancelled after the introduction of new Town Planning Act. From the sample 53 trainees (51%) recorded the right

answer. Whereas 51 respondents (49%) could not choose the right answer and, 47 respondents (31%) did not answer the question.

This section covered questions related to Municipal Act and its Amendments. The data shows that overall 72 percent of trainees attempted these questions under this section. The remaining 28 percent could not attempt these questions. Only 58 percent of the respondents marked the right answers, while the remaining 42 percent does not have accurate knowledge on these topics. This indicates the fact that the basic understanding on Municipal act and its components need to be improved through continued training.

5.8 Knowledge of Trainees on Procedures of Conducting Different Committee Meetings

The training participants are responsible to act as the facilitators of different committees in Municipalities. They are also responsible to implement the decisions of various committees. Hence improving their understanding leads to better functioning of different committees in ULBs and it was one among the core objectives of the training. The following table analyses how far these knowledges was imparted to the trainees.

Table 5.8
Knowledge of Trainees on Procedures of Conducting Different Committee Meetings

Questions	Number of correct responses (percentage)	Number of incorrect responses (percentage)	Not responded (percentage)	Total
Which among the following option is not the responsibility of steering committee?	91(76%)	29(24%)	31(21%)	151
How many days prior notice is required for conducting the council meeting?	97(80%)	25(20%)	29(19%)	151
Which is not included in the mandatory meetings in Municipalities?	83(70%)	36(30%)	32(21%)	151

Source: Primary data survey 2019

The first question was to select the option that is not the responsibility of steering committee. From the sample 91 respondents (76%) recorded the right answer. Whereas 29 respondents (24%) could not give the right answer and, 31 respondents (20%) did not answer the question.

How many days prior notice is required for conducting the counselling meeting was the second question. From the total respondents 97 trainees (80%) recorded the right answer. Whereas 25 respondents (20%) could not choose the right answer and, 29 respondents (19%) did not answer the question.

The third question was to select the right option that is not included in the mandatory meetings of Municipalities. Among the total respondents 83 trainees (75%) recorded the right answer. While 36 respondents (25%) could not choose the right answer and, 32 respondents (21%) did not answer the question.

These questions covered under these sections covered questions related to different kinds of meeting held in ULBs. About 77 percent of the respondents chose the correct answers. The remaining 23 percent were not aware of the meetings conducted in ULBs. Overall, responses of the section show the signal of better understanding. It is also significant that the number of candidates who did not respond also reduced

considerably in this session. This also indicates that they have more knowledge related to their day to day work while compared to the questions related to Municipal Act.

5.9 Knowledge of trainees on Taxation and Audit

Taxes are major source of revenue of ULBs. Audit acts as a tool to assess the performance of ULBs. KILA's training has given orientation to the participants in these two aspects. The following table gives information about the knowledge of trainees in these aspects.

Table 5.9 Knowledge of trainees on Taxation and Audit				
Questions	Number of correct responses (percentage)	Number of incorrect responses (percentage)	Not responded (percentage)	Total
Find out the incorrect form of tax among the given list of taxes?	106 (88%)	14(12%)	31(21%)	151
Which among the following is not included in the list of items which has given exception from property tax?	64(53%)	56(47%)	31(21%)	151
Which is the in incorrect audit among the list of audits given below?	96(82%)	21(18%)	34(23%)	151
<i>Source: Primary data survey 2019</i>				

The first question was to find out the incorrect form of tax among the given list. From the respondents 106 trainees (88%) recorded the right answer. While 14 respondents (12%) could not give the right answer and, 31 respondents (21%) did not answer the question. This indicates that a good percentage of trainees could catch proper knowledge related to the taxation provided in the training.

The second question was to select the right option that is not included in the list of items which has given exception from property tax. From the sample 64 trainees (53%) recorded the right answer. While 56 respondents (47%) could not give the right answer and, 31 respondents (21%) did not answer the question. This question also shows the trend of knowledge related to the trainees. It is also not worthy that 21 percent of participants could not even attempt the question. This indicates more deeper session-required for taxation.

The third question was, Which is the in incorrect audit among the list of audits given below. From the sample 96 trainees (82%) recorded the right answer. While 21 respondents (18%) could not choose the right answer and, 34 respondents (22%) did not answer the question. Most of the respondents could answer this question. This may be because their concern on audit and they might have properly followed the session at the time of training.

In this section, questions were covered about tax and audit. About 74 percent of respondents had given the correct answers in this section. The 26 percent had given wrong answers. Again 21 percent of the respondents skipped these questions from this section. Basically the audit is a factor which makes administrative and financial difficulties to the staff. Hence they might have given more attention to this session in the training. This may be the reason for the better response to the questions. At the same time the knowledge of trainees on aspects related to taxation shows need of improvements in these aspects. This indicates that further training of KILA needs to focus more on taxation of ULBs.

5.10 Knowledge about the Routine activities of Municipalities

Staff in the Municipal and Corporation office is required to gain basic knowledge in different aspects related to routine activities of ULBs. Questions were asked about the control of Municipal committees over staff, knowledge about the mandatory responsibilities, PWD tender sanctions, knowledge about the welfare pension and Right to Information Act. The following table provides the picture of knowledge by training the participants in these aspects.

Table 5.10- Knowledge about the Routine activities of Municipalities

Questions	Number of correct responses (percentage)	Number of incorrect responses (percentage)	Not responded (percentage)	Total
Choose the incorrect answer from the list given below in case of control of Municipal authorities over staff?	85(71%)	34(29%)	32(21%)	151
Which of the following is not including in the mandatory responsibility of Municipalities?	99(81%)	23(19%)	29(19%)	151
Which among the following not included in the welfare pension list?	(81%)96	23(19%)	32(21%)	151
When the Right to Information Act came in to effect?	109(89%)	13(11%)	29(19%)	151
PWD tender sanctions included in which category?	58(52%)	53(48%)	40(27%)	151

Source: Primary data survey 2019

The first question was to choose the incorrect answer in case of control of Municipal authorities over Municipal officials. From the sample 85 trainees (72%) recorded the right answer. While 34 respondents (28%) could not give the right answer and, 32 respondents (21%) did not answer the question. It is a wonder that 66 out of 151 trainees (43%) do not have knowledge about the control of Municipal/Corporation committee on staff in terms of taking disciplinary actions against them.

The second question was to select the right option that is not included in the mandatory responsibility of Municipalities. From the sample 99 trainees (82%) recorded the right answer. While 23 respondents (18%) could not choose the right answer and, 29 respondents (19%) did not answer the question. This indicates that majority of the official could gain basic understanding on mandatory responsibilities from the training.

The third question of this session was to select the right option that is not included in the welfare pension. From the sample 96 trainees (80%) recorded the right answer. While 23 respondents (20%) could not give the right answer

and 32 respondents (21%) did not answer the question. Since the distribution of welfare pension is one among the important responsibilities of ULBs, which might be the cause for fare number of correct answers.

When did the Right to Information Act come in to effect? was the fourth question. About 109 trainees (90%) recorded the right answer. While 13 respondents (10%) could not choose the right answer and, 29 respondents (19%) did not answer the question. It is interesting that the trainees exhibited higher level of understanding on RTI, which is part of general knowledge. This is also not worthy that they are more concerned about the sensitivity of RTI as a tool of citizen action.

The fifth question was under which category was the PWD tender sanctioned? About 58 respondents (49%) recorded the right answer. Whereas 53 respondents (51%) could not choose the right answer and 40 respondents (26%) did not answer the question. This indicated that trainees have poor knowledge proceedings related to PWD tendering. The complexity under the tendering process may be the one reason for the poor level of knowledge among the participants.

In this section 75 percent of the respondents were well aware about the routine activities of urban local bodies. The remaining 25 percent of Municipal officers were not aware of the day to day activities. The 21% of them were not answered questions under this section.

Feedback from the data indicates that participants have better understanding in the areas where they are continuously engaged. The higher ratings for RTI and mandatory responsibilities of Municipalities reflect this trend. At the same time they officials have poor knowledge in the areas of which are not directly related to the routine work and also complex in nature. Poor ratings on PWD tenders and control of municipal authorities over staff are reflected in this trend. This highlights the need for more training in the areas with technical intricacies such as PWD act and rules for constructions.

SUMMARY

The overall evaluation of knowledge assessment of trainees indicates that they have shown better knowledge level on mandatory responsibilities of ULBs. Good response on types of audits, proceedings of council meeting, welfare pensions and right to information act reveals this trend. In other side they have shown poor performance in the aspects of Municipal act, the procedures of committee meetings, spatial planning, taxation and PWD tendering. These highlight two common trends, which have implication on planning of trainings in future. The first trend indicates they are more interested to learn and acquired knowledge which is closely related to their routine activities. In other words they have not shown more interest in the aspects which are not closely related to their routine activities.

The second trend is that they have shown poor performance in the area that are a bit complex and the subjects have technical intricacies. They could perform well in the aspects which are simple and do not have more technical intricacies. The chapter on performance of urban governance in Kerala also indicated that ULBs have to advance more in the aspects which are more technical in nature.

This underscores the relevance of special training in such areas which have more technical intricacies. Spatial planning, legal proceedings, taxation, running of various committees, PWD tender provisions, strict following of building rules and details of Municipal and Corporation act are the areas which may require further specialized training. As we have indicated earlier some of the specialized training can be restricted to staff who are specifically handling such issues like building rules and legal issues. At the same time a common course on all the technical aspects is required for all the staff.

Around 30 percent of the trainees could not respond to different questions. This indicates that one third of the trainees could not acquire the basic knowledge that is disseminated through the trainings. This points out to the fact that, the training strategies needs to be more inclusive which could be capable of imparting the basic level of knowledge to the all participants. Higher numbers of no responses also indicate the need of refreshment training which can be arranged in a decentralized manner by focusing on an office or a cluster of offices. This also highlights the need to compare the knowledge level of trainees on training domains before the training and after few months of training. How the training targets have been realized in practice could be assessed through some monitorable indicators after a few months of training. This can be done through an online monitoring mechanism, where they can mark actions taken by them in each domain after the training. This would ensure that the training is making tangible results in the service delivery of officials.

The overall lessons from the study indicates that rather than selecting only official for the training, standing committee wise training which includes related elected representatives and officials together may be more effective than organizing separate training programmes for elected representatives and officials. Elected representative have a decisive role in most of the training domains covered under the training. In such a situation if the trainings are focused only on officials they could not take proper follow up actions while they go back after the training. Improving the efficiency of committees, taking

actions against illegal buildings, improving tax collection, etc. is the matter which requires joint action of elected representatives and officials. In such a context training focused on official could not make results. This again emphasizes the fact that continuous monitoring of training deliverable are real situation of offices of LSGD. Hence the training strategies of KILA needs more decentralized and it should be able to address the real situations in the field.

CHAPTER-VI

FINDINGS AND OBSERVATIONS

The study is primarily divided into two sections. The first section dealt with the aspects of performance of ULBs in training. It has examined the aspects of performance of urban local bodies in Kerala. The second section was an attempt to evaluate the impact of KILA's training on trainees. The effectiveness of the training materials and training sessions were evaluated in the first part of the section, while the knowledge of trainees was assessed in the second part of the section. The major findings of the study are summarized below.

PERFORMANCE OF URBAN LOCAL BODIES IN KERALA

- Tax collection in Municipalities and Corporations are constant from 2016-2017 to 2017-2018. Municipalities that have included in this study do not show any significant change before and after the training. Most of the Municipalities had shown an average performance in both years. It is found that in 2016-17 numbers of municipalities who collected tax between intervals of 81- 90 was 28.57%. While it declined into 25% in 2017-18. Corporations also have the same trend and not show any considerable improvement before and after the training.
- The municipalities with tax collection above 90% are two (Iritty and North Paravur) in the period of 2016-17 and later in 2017-18, increased to three (Iritty and North Paravur and Valancherry). Before the training period, the number of municipalities with more than 80 present tax collection is 8 which turned into 7 and tax mobilisation below 60% increased from 15 to 16 municipalities after the training.
- The above findings indicate that the further trainings of KILA would have to focus more on the relevance of tax collection in improving the overall performance of urban local bodies.
- All the Corporations and Municipalities are take initiatives to improve tax collection. Sending notice to defaulters, reading names of defaulters in Ward Sabha, special camps, special announcements and legal actions are the special activities taken by ULBs for tax collection. The data indicates that all the municipalities and corporations were doing- involve in all other special initiatives for tax collection except taking legal actions against defaulters. Whereas corporations could not take initiatives for tax re assessment. However, lack of initiatives from Corporations for tax reassessment might have made a larger impact on their income from tax revenue.
- The trend of the data show that the initiatives of the municipalities for taking legal action against defaulters that show a declining tendency. .In 2016-2017, 90 percent of the municipalities could initiate actions against defaulters. Whereas this has been reduced to 79% in 2017-18.
- The reduction in taking legal action against defaulters might have a negative impact on tax collection. As we have discussed above, there was no significant improvement in the tax collection of ULBs before and after training. Reduction in legal action against the defaulters may be one factor which would

have led to the stagnation in tax collection of ULBs. This indicates the need of special sessions in the trainings of ULBs which could give more emphasis to the relevance of taking legal action against defaulters.

- Tax reassessment is not conducted in any Municipal Corporations. This lacuna makes huge loss to the Municipal Corporations. At the same time Municipalities has taken better initiatives for tax reassessment. And this has made positive impacts on their financial status.
- Eighty seven percentages of the Municipalities are taking initiatives for tax reassessment, and this was the same during 2016-17, 2017-18. The remaining 13 percent could not take any action in this direction.
- About 94 percent of the Municipalities take initiatives for improving the collection of unpaid tax. In the case of Corporations all of them take initiatives for collecting unpaid tax.

The overall trend of tax collection of municipalities and corporations do not show an improving tendency. Lack of initiatives for taking legal action against defaulters may be one pertinent factor behind this. Along with these, the lack of initiatives from municipal corporations for timely re assessment of taxes would also be making huge loss to them. However, the findings on taxation underscore the relevance of more strategies in trainings for urban local bodies to convince them about the relevance of tax collection in the financial survival of ULBs. These findings also have implications on the nature of training provided to officials. Initiatives for improving tax collection require a collective effort both from elected representatives and officials. The role of finance standing committee is paramount in this regard. Hence, joint trainings of elected representatives and officials may be fruitful in making real impacts in the field with matters such as tax collection rather than the trainings only focused on officials.

- ULBs have multiple ways for improving their non-tax revenue. Rent reassessment, initiatives for creation of additional space for rent and imposition of additional fee are important among them.

- Fifty two percentages of Municipalities have taken initiatives for creating additional space for rent in 2016-17 and it has improved to 58% in 2017-18. In the case of Corporations all of them were taken initiatives for create initiatives for additional space for revenue generation. And it has shown the same trend over the two years. A good number of municipalities do not utilize a prominent source of revenue by creating additional space for rent.
- The picture of initiatives taken by the municipalities for rent reassessment shows a better performance. 90 percent of municipalities could take initiatives for reassessing rent of the building owned by them. While all the corporations have taken action in this regard. This would have reflected in the income enhancement of ULBs across the state.
- The data on initiatives for improving not tax revenue by the ULBs shows majority of them have taken positive initiatives in this direction. At the same time, around half of the municipalities could not take initiatives for creating additional space for rent, imposing additional fee as penalty against default payments. ULBs have shown better performance in terms of reassessing the rent of the buildings and spaces owned by them. This data indicates the need for more training which could highlight the potentials of ULBs in generating non tax revenue. Further trainings of KILA can give more emphasis in this direction.
- In the case of imposition of additional fee as a penalty, 52% of the Municipalities are taking initiatives and this trend was the same over the two years. In the case of Corporations, in 2016-2017 all of them had taken initiatives for imposing additional fee as penalty while this has decreased to 75 percent in 2017-18. Here also the trend shows that around half of the municipalities are reluctant to take strict actions for collecting revenue by imposing of additional fee as penalty.

Initiatives for improving the Efficiency of Urban Governance

- The study has analyses the initiatives taken by the ULBs for improving urban governance system across the state. There are five differ-

ent components of urban governance system have been analysed in the study. These are; initiative taken by the ULBs to improve the quality of office management, system for reviewing the daily attendance, frequency of different standing committee meetings and meetings conducted in transferred institutions.

- The total picture of initiatives for improving the quality of office management system is optimistic. The computerization and functioning of front office system might have contributed the local bodies to make the office management system more effective. At the same time it is worth mentioning that more than 3 of the municipalities lag behind the efforts to improve the quality of office management system. In case of action taken reports on files, 27 out of 31 Municipalities have taken initiatives for the same. Three out of four Corporations took initiatives for action taken reports on files. Monthly review and computerization of files need to be improved. Out of 31 Municipalities 27 Municipalities have taken initiatives for conducting monthly review and computerisation of office management system. Three corporations have taken action on the same manner.
- Data shows that transparency in the movement of files needs more attention. Out of 31 municipalities, 18 municipalities provide information about file movement whereas 12 municipalities could not give the information to the public. In case of corporations three out of four corporations ensure transparency in the file movement. This indicates that the file movement system needs to be more transparent in one third of the municipalities. This also underscores the relevance of more focused trainings in the aspects of transparency and accountability to the people.
- The study indicates that the system to review timely attendance of staff in urban local bodies is not updated. It is noticed that 28 out of 31 Municipalities are still following attendance register system for maintaining attendance records. Only 3 Municipalities via Thaliparambu, Thalassery and Attingal follow biometric system. Among the corporations

- only Kochi Corporation follows punching system. The above data shows that majority of the ULBs are still reluctant to implement systematic and easily monitoring attendance system in their offices. This would naturally act as a hurdle in improving the efficiency of office management system.
- Elected representatives and councils have a key role in implementing better office management and attendance maintaining system in ULBs. And this can also be implemented only as a part of political decisions. Hence, while KILA include such topics in the modules of training joint trainings for different stakeholders would be more effective than the specified training for officials. This again indicates the need of a paradigm shift in the training approaches of KILA. Particularly, the trainings including the steering committee members of ULBs and the officials holding the decisive positions would make more impact than the present strategy of training.
- The data provides information on various meetings conducted in ULBs. It would help us to make a comparison before and after the training. Frequencies of finance standing committee have improved after the training. In 2016-2017, 10 Municipalities were conducted meetings between 15 to 25 meetings in a year. This has improved into 13 in 2017-2018 after the training. Data on the corporation shows there is a static trend before and after the training.
- The frequency of development, welfare, public work, education-art and health standing committee meetings were slightly improved in Municipalities after the training, while Corporations follow a static trend in this regard. The frequency of steering committee meetings decreased to below 10-15 meetings in a year after the training. This requires considerable improvement. At this time Corporations have improved the number of steering committee meetings after the training.
- Number of standing committee meeting of municipalities and corporations showing a satisfactory trend, while the number of steering committee meetings has shown a declining trend in the municipalities. Steering committee is a system envisaged to improve

overall governance of municipalities and corporations. This system is also expected to improve the coordination mechanism between standing committees and their functionality. The findings of the study indicate the need for more concentrated trainings by highlighting the relevance of steering committees in the overall governance of ULBs. As we mentioned in the other cases, it is better to organize joint trainings of elected representatives and officials in the subject as well. Along with this also underscores the relevance of steering committee wise and standing committee wise trainings under the leadership of KILA by including respective officials and elected representatives.

- The data provides information on various transferred institutions under ULB's. Most of the municipalities and corporations conducted 1 to 5 meetings in a year. Still few of the municipalities were also conducted above 10 meetings in a year. Agriculture, Health, Public education were recorded comparatively, a few number of meetings in a year. The most struggling sectors are Agriculture and Health institutions which need to improve their number of meetings for the better functioning.
- The study indicates that statutory audits are regularly conducted in all municipalities and corporations. This is reflected in the case of local fund audit and performance audit as well. However reflections from the assessment of trainees indicate the training sessions on audit were effective in nature. This indicates the need to improve the training sessions on audit. Hands on sessions by linking the actual sessions which can provide practical knowledge to them may be better than lecturing sessions regarding the trainings on audit.
- This study has done an evaluation of initiatives taken by the ULBs for urban beautification. Initiatives taken to identify unauthorized constructions, action taken on unauthorized constructions and buildings, initiatives for urban spatial planning and urban beautification were the components included in the session.
- Data shows that the initiatives of corporations in identifying illegal constructions are similar before and after the training. Three out of four could take actions against unauthorised buildings. This may be because of the potential for the mushrooming of unauthorised buildings are high in corporation areas.
- The study indicates that the training has made some impacts on municipalities in identifying unauthorised buildings. About 24 Municipalities have taken initiatives to identify unauthorised constructions in the year of 2016-17. And this has increased to 30 in the year of 2017-18. It seems there is significant change occurred after the training in terms of identifying unauthorised buildings. While we come to the case of action taken by municipalities, since there is a slight difference in the identification of unauthorised buildings and action taken against them. For instance, the number of municipalities who have taken action against unauthorised buildings was 24 in 2016-17 which has increased to 27 in 2017-18. Three municipalities who have taken initiative for identifying unauthorised buildings could not take action against the same.
- The study proposes that more training based on modern technology such as GIS for identifying and monitoring unauthorised building in ULBs can be provided to the officials in the respective domain. Next round of KILA's training can be improved by including session on use of advanced technology in urban planning and governance.
- One limitation felt during the field work is that all the records related to identification and actions on illegal building construction were not transparent in nature. Hence, there may be some discrepancies between the data provided by the municipalities and corporations and actual situations of illegal buildings in the field.
- The performance of corporations on urban beautification has shown a satisfactory picture while comparing that of municipalities. Three out of four Corporations Viz. Thiruvananthapuram, Kochi and Thrissur were taken urban spatial initiatives in before and after the training.
- About 51 percent of the Municipalities have not taken steps for beautifying towns in 2016-

2017 financial years. And this has decreased to 41% in 2017-18. This shows that training could not make much impact on urban spatial planning to make their environment more people friendly.

- Spatial planning is the complex ideas which need more expertise and support for urban local bodies. This may require deeper training and frequency of training may also be required for improvement.
- The data shows that majority of ULBs had taken initiative to identify unauthorised constructions in their area. While that higher rate is taking actions against unauthorised buildings. In case of Municipal Corporations their status is slightly better than Municipalities. But corporations could not take sufficient initiatives for urban beautification suited for their environment.
- The present study highlights that majority of the Municipalities does not follow the process of spatial planning. Urban spatial planning could be initiated by systematic urban planning with technical expertise. Political will is also a prerequisite for spatial planning. This underscores the fact that more detailed training on necessity and methods of spatial planning is needed in urban locations of Kerala. Hence the urban governance division of KILA need more detailed programme for the necessity and methods of urban planning. Special training programmes can be arranged in the topic of spatial planning.
- The findings of the study indicate that ULBs could make slight improvement in the areas of identifying unauthorised buildings. At the same time, they have to advance to more open space in the areas of urban beautification of spatial planning. As we mentioned above, these two could be major areas on urban beautification which require special emphasis on further training.
- People friendly urban governance system is the central pillar of grass route democratic system. Front office system, service boards, resting facilities for citizen, ramps in buildings, provisioning of drinking water and installation of complaint box were the components included in the session.
- Front office could make the office friendlier to the people. It is widely noted that the front office has helped to improve the quality of service delivery provided through ULBs. All the corporations have renovated their front office in 2017-18. And 70% municipalities could take this initiative. This is showing a positive trend of initiatives by the ULBs for making their services people friendly.
- Data shows that all corporations could take up initiatives to update the service boards, but most of the Municipalities could not do that even after the training.
- The study indicates that only one municipality and corporation could provide barrier free environment to the old age and differentially abled people by establishing ramps in the office buildings. No other municipality and corporation took such initiative. This point out to the fact that municipalities and corporations are lagging behind in addressing the physical difficulties of vulnerable groups such as old age and differentially abled. This also indicates the need of special training on training sessions of KILA about the requirements of vulnerable groups within the jurisdiction of ULBs.
- Findings of the study explains that the toilet facilities are well innovated and maintained by all Corporations and Municipalities. But not a single initiative taken by any Municipalities/corporations for the establishment of transgender friendly toilets is found in such buildings. This also reflects that the needs of the minority groups are not reaching into the agenda of ULBs.
- The data on people friendly governance system in nut shell indicates that ULBs have largely succeeded in making arrangements for front office system, construction of toilets and providing drinking water and sitting facilities for citizen. However they could not succeed in the aspects of introducing token system, arranging recreational facilities and introducing special facilities for vulnerable groups and updating of citizen charter and organising public education based on that. In brief, ULBs could partially follow the concept of people friendly office system where as they have to cover more in this direction. Since, public offices are expected to built for serving

people making offices more people friendly is the basic element of upholding democratic rights of the people. Hence, KILA can think of more deeper trainings jointly to the elected representatives and officials related to ULBs. Since the official system of ULBs is not limited to municipal and corporation offices making all the transferred institutions of ULBs people friendly could be the prime agenda of trainings related to urban local bodies. In this context, all the institutional heads, related standing committee members, municipal/corporation heads could be included in the extended trainings.

- E-governance initiatives are the prominent initiatives which can help the ULBs to make their services more people friendly. Initiatives for E-tender, provisioning of certificates through E platform and e payment systems are the components included in this system.
- The data shows that almost all municipalities and corporations have been followed by e-governance successfully. This also provides opportunity for file tracking. This helped to avoid the mystery of governance process and made it more transparent in nature. This is also led to avoid the bribery and red tapism involved the service delivery through the offices. Notwithstanding the fact that the all Municipalities and Corporations provide e-governance facilities, knowledge and application of these services are not reached to all officials. It concentrates on particular persons in the office. This indicates the need of wider training on E governance to all the staff in municipalities and corporations. It is also pertinent that all the work related to E governance can be circulated among all the officials except staffs with particular expertise.
- Along with the people friendly local governance system, creation and protection of public spaces are more important in ULBs. Construction and maintenance of parks, old age homes, gardens, play grounds, foot paths, green spaces, bus stands and feeding rooms are the components included under the session.
- The study shows that all of the Corporations could initiate for establishing parks, while majority of the Municipalities could not do the same. Out of 31 Municipalities 17 municipalities could not initiate for the protection and creation of the public spaces. Corporations could create public spaces more than Municipalities. Majority of the corporations had initiated steps to protect parks, footpaths, old age homes and gardens. At the same time municipalities could not take up these initiatives. Green space and social forestry are new concepts which had initiated in three corporations viz. Thiruvananthapuram, Kochi and Thrissur. In case of Municipalities, 17 out of 31 Municipalities initiated for the creation and protection of green space and social forestry. From the data that we can conclude that there is no separate feeding rooms there in both Municipalities and Corporations.
- The overall performance of municipalities in creation of public spaces indicate that majority of them could succeed in construction and maintaining parks, garden, old age homes and foot paths. The KILA's training on urban governance might have given a push to the initiative of ULBs in this direction. However they could not succeed in taking up the concept of creation of green spaces in urban agglomerations, social forestry and construction of feeding rooms for lactating mothers and construction and renovation of bus stands. The responses show that urban greenery and bringing gender concerns in urban development are the areas quite new to the ULBs. Hence they require more focus in KILA's urban training programme on the aspects of urban greening and bringing gender concern in development.
- Performance of plan implementation and fund utilisation of urban local bodies could be two main indicators for evaluating them. There are general plans, woman component plan, special component plan and allocation and expenditure for children which can be included under the head of plans.
- In the case of general plans the performance of ULBs has shown a significant improvement after training. The number of Municipalities who have spent general fund in the percentage interval of 80-100 increased from 9 in 2016-2017 to 16 in 2017-2018. The number of municipalities who have shown higher

level of performance; 90-100 percentage interval has increased from 5 in 2016-2017 to 13 in 2017-2018.

- The trend of corporation is also progressive in nature. In 2016-2017, 3 out of 4 corporations were lying in 0-60 percent category where as this has decreased to 1 in 2017-2018. At the same time 1 corporation raised their general plan fund spending in to the percentage interval of 80-90 which was not during 2016-2017.
- The data on utilisation of woman component plan (WCP) shows a declining trend while comparing before and after the training. ULBs have shown poor performance in their spending WCP. In 2016-2017 the number of Municipalities lying under the category of 0-60 percentage interval in terms of fund utilisation which was 8 further increased to 17 in 2017-2018. At the same time the number of Municipalities who were lying in percentage interval in between 80- 100 was decreased from 13 in 2016-2017 to 7 in 2017-2018. This indicates that number of municipalities spend more money on WCP has gradually decreased and the number of municipalities spend less allocation on WCP has increased even after the training. In the same time corporation have shown static tendency in spending of woman component plan. The findings of the study indicate that KILA's training could not address gender aspects of urban governance. KILA has recently initiated a programme for gender friendly Panchayats and this may have to percolated to ULBs as well. This is also point the need of special training on engendering urban governance in the leadership of KILA.
- The allocation fund for children, in Municipalities shows a static trend across the two financial years. In 2016-2017 13 municipalities were under 0-60 percentage category in utilising fund for children. The same number also repeated in 2017-2018 under this category. At the same time municipalities lying under 80-100 percentage category were increased from 12 in 2016-2017 to 14 in 2017-2018.
- The data on special component plan show that there is an improvement in the expenditure

special component plan in the municipalities and corporations. The number of municipalities lying under 0-60 percent interval was 16 in 2016-17 which further decreased to 10 in 2017-18. It is interesting to note that municipalities who have shown higher performance in spending under special component plan (80-100 percentage intervals) also increased during the same period. The same tendency can also be seen in the case of corporations as well.

- Fund utilisation of corporations for children has shown a gradual decrease. The number of corporations lying 0-60 category were 2 in 2016-2017 which has further increased to 3 in 2017- 2018. The data on spending of fund for children in ULBs is also showing stagnant trend. During the study we could not observe remarkable instance on child friendly governance except child friendly library initiative in Chalakudy Municipality. Since KILA has good experience on training in the local bodies on Child friendly initiatives, they could give a special training to the all ULBs on child friendly urban governance. This component can also be included in child friendly governance programme.

Trainees' response on the training programme organised by KILA

We have collected data from 151 trainees across the state. Some of them could not give response to many questions. Hence the number of responds in each question would be varying in accordance with the actual responses given by the respondents. The numbers of respondents who have not given answers to specific question were included in the category of No Data Available (NDA) and this has been shown separately in each table.

Trainees' responses have taken about the content of the handbook, slide presentation, group interaction and self-learning activities. The second session of this has covered the assessment of knowledge of trainees on the domains of training.

- Response of the trainees on handbook: - The trend of responses show that quality of the handbook was above average in nature. One hundred and thirty three out of 141 (94%) re-

spondents told that it was excellent and good, while only 8 of them told it was average.

- **Methods and Communication:-** Majority of the respondents told that methodology adopted and the way the ideas communicated in the handbook was attractive. One hundred and thirty nine out 141 (99%) respondents told that the method and mode of communication was excellent. The overall responses on the quality of handbook points towards the quality of training preparations and the good layout of handbook.
- **Efficiency of training sessions:-** There was a question to understand the feedback of respondents in the aspect that whether the training sessions were efficient enough to achieve the training objective. One hundred and twenty three respondents out of 142(87%) told that the training sessions were capable to attain the training objectives, while only 19 (13%) of them told the sessions were not efficient enough to fulfil the objective of the training. The data shows the training sessions in general were efficient to deliver the ideas incorporated in the training modules.
- **Majority of them cover them could realize the training expectations.** This indicates the need of more in depth training on urban governance to the stakeholders of ULBs. Since the emphasis of KILA is more on training to the rural local bodies, more extensive training programme is needed to the ULB stakeholders.
- **Quality of slide presentations:-** The data reveals the perspective of participants about the quality of slide presentations used in the training sessions. It can be found that 138 out of 143 (97%) responded cases mentioned that the contents of the slide presentation were good and excellent (good and excellent, while we take excellent and good together in single category). The good responses on quality of slide also indicate that a good amount of homework has done for ensuring the quality of slide. This reflects the fact that KILA is investing quality human resource in developing training materials.
- **The other indicators on sessions were whether the presenter could finish the presentation within the limit of allotted time.** Eighty one out of 135 (60%) responded cases told that the training sessions finished within allocated time. At the same time 30 respondents (22%) told that presentations have taken excess time to finish. This indicates that the time utilisation presentations need to be improved.
- **The other question about the session was whether the content of the slide followed by the presenters in the session.** The data indicates that 101 out 129 (78%) respondents told that the presenters could follow the content of the slide in their presentation rather than providing additional lecture out of the text. At the same time only 27 (21%) responded that the presentations could partially follow the content of the slide. This points towards the quality of training provided by KILA to the master trainers through their programmes for Training of Trainers. This would have helped in conditioning the master trainees to act according to the training objective and time allotted for their sessions.
- **Perspective on quality of group activities:-** the responses on quality of group learning and self learning activities indicate that 83 out 127 (65%) responded that the group activities and self- learning activities kept good quality. At the same time 44 out of 127 (35%) has expressed their dissatisfaction in the quality of self-learning and group activity sessions. This response points towards KILA has to do more homework to make the group and self-learning activities become attractive. Lack of good facilitation in groups and absence of effective mock group exercises in trainer's training may be the ineffectiveness of group activities. Since the group activities provides more responsibilities to the participants rather than the trainer. Its objectives and the pathways should be clearer to the faculty team.
- **Along with these the findings of the study indicates that majority of the participants' opted slide as attractive mode of communication trainings.** One hundred and eleven out of 135 (85%) has recorded this opinion. While 25 out of 135 (19%) opted group activities as an effective mode of trainings. This also corroborates that majority of the training participants opt traditional methods such as slide presentation as an effective mode of

communication in training. There may be different reasons for this trend. One pertinent reason may be since the slide could give more direct inputs and information to them; they would be interested to opt sessions which could provide direct practical inputs to them. The other reason may be related to the behavioural psychology of participants in the training. All of the participants included in the training are the officials. They are habituated to do the routine works in the offices by sitting in the same postures for long time. Hence the slide presentations may be providing convenience to them to follow their routine sitting postures in trainings too, which in turn would not create any challenge or risk to them? Since group and self learning activities are breaking the nature of their routine activity, most of them would not be interested to opt that. These create more challenge to the training team. Hence, training team of KILA has to do more preparations while planning group activities in the training of officials which would break their routine pattern of functioning.

- There was a question in the evaluation study to opt first five best and least useful sessions by the participants. We have given preference for selecting effective five sessions and select five ineffective sessions for each participant. The table was prepared based on the higher preferences of participants.

and committee system are the best five sessions opted by the participants. Responses indicates that accounting and auditing, suit, urban administrative session, project planning and implementation and town planning construction rules and permission are the five least attractive sessions opted by participants based on the quality of sessions. It is interesting to note that the session on urban administration got place both in best session and least attractive session. Eighty seven participants opted it as a best session, while forty four of total participants opted it as a least good session.

- This evaluation is providing valuable inputs for planning further training of KILA for ULBs. Various reasons might have help for making these sessions more attractive in nature. Quality of the trainer, way of teaching, interaction of group members, quality of presentations and keeping prompt time frame for presentation may be the factors that could have made the presentations more effective. Along these factors almost all subjects covered in the sessions are closely related to the day to day functioning and lying under the responsibility of officials. This may be the one major reason for opting the above mentioned session as the best five sessions.
- Various reasons can be pointed out for the ineffectiveness of the sessions. These subjects are except from the urban administrations which are not closely associated to the day to day affairs and responsibility of general offi-

Best five and least five attractive sessions			
Best Five attractive Sessions	No of responses	Least Five attractive Sessions	No of responses
Urban administrative session	87(58%)	Accounting and auditing	58(38%)
Official's duties and responsibilities	78(52%)	Suit	58(38%)
Tax fixation and appeal	62(41%)	Urban administrative session	44(29%)
Right to information- service right-citizen chart	51(34%)	Project planning and implementation	43(28%)
Town administration and committee system	46(30%)	Town planning, construction rules and permission	42(28%)

- The study indicates that sessions on urban administration, official duties and responsibilities, tax fixation and appeal, right to information – service right and citizen chart

cial. Each of these subjects is handled by specific officials allotted to handle them. Among these some of them are lying under the heads of officials from the professional background.

The subject such as suit and public works are lying under this category. Hence the officials from the general category may not have interest in attending this session.

- This underscores the fact that training sessions which are not directly related to the general officials either be restricted or it has to be made more attractive in nature. Apart from this data also indicates the need of special training for officials who are handling specific subjects in ULBs. Lack of clarity in presentations, complexity of technical issues included in the presentations, poor quality of presentations, inefficient time management can be the causes of ineffectiveness of this sessions. The training team of KILA can initiate more discussions on why these training sessions are marked as poor sessions. Remedial and corrective measures based on this feedback can be initiated by KILA.

Initiatives taken by the officials after the training

- The effectiveness of the training programme can be assessing through the evaluation of the initiatives taken by the trainees after the training for implementing the ideas delivered in training.
- Most remarkably officials self-recorded that that it has improved the speedy movements of the files. About 58 % of the officials approved that it helped them to improve the fast movement of the files.
- The second change, happened as the result of the training was the transparency in the office work. About 57 percent participants agreed training has influenced them in making a people friendly environment in the offices. Fast service delivery was the third result of the training. Upgrading of office activities and management system spotted fourth and fifth position is the results of training. More than 50% participants marked the training has brought changes in this areas.
- The least impacted areas of training marked by the participants are; evaluation in standing committee meetings, improvement in plan implementation and its evaluation. There are some common trends which can identity from this. These subjects are more

complex and also linked with the political decisions in the ULBs. They also linked with the better performance of standing committees, which is closely affiliated to the political administration. This highlights the need of joint trainings for officials and elected representatives. This point out a directional change in the KILA's training approaches and selection and composition of training participants.

Knowledge of trainees on domains of urban governance

- The training was focussed on different domains of urban governance, particularly components related to municipal act. Hence the evaluation of level of knowledge of training participants is quite relevant. Questions related to various components of municipal act and its amendments, tax collection, audit, and mandatory services were included in the questionnaire.

Knowledge of trainees on Municipal Act and its Amendments

- One major training session was focussed on introducing the major provisions related to Municipal Act and its amendments. This section expected to measure the minimum level of understanding of all participants.
- This section covered four questions related to Municipal Act and its Amendments. They were about the year of major occurred to municipal act, identifying elements not related to constitutional elements, identifying amendment which lead to the formation of ward committee and to identify the act which has not got cancelled through the establishment of town planning act.
- The data show that overall 72 percent of trainees were attempted these questions under this section. Remaining 28 percent could not attempt these questions. Only 58 percent of the respondents marked the right answers, while the remaining 42 percent does not have accurate knowledge on these topics. This indicates the fact that the basic understanding on Municipal act and its components. The findings of the study emphasis the fact that more detailed trainings need to be undertaken by KILA in the domain of different com-

ponents of municipal act.

Knowledge of Trainees on Procedures of Conducting Different Committee Meetings

- The training participants are responsible to act as the facilitators of different committees in Municipalities and corporations. They are also responsible to implement the decisions of various committees. Hence improving their understanding leads better functioning of different committees in ULBs and it was one among the core objective of the training.
- The questions about the responsibility of steering committee, nature of notices provided for meetings of council and identifying mandatory meetings of ULBs were included in this session.
- About 77 percent of the respondents were chosen the correct answers. Remaining 23 percent are not well aware of the meetings conducted in ULBs. Overall, responses of the section are showing the signal of better understanding of respondents about the domain. It is also significant that note that number of candidates who have not responded also reduced considerably in this session. This also indicate that they have more knowledge related to their day to day work while compare to the questions related to Municipal Act.

Knowledge of trainees on Taxation and Audit

- Taxes are major source of revenue of ULBs. Audit act as a tool for assessing the performance of ULBs. KILA's training has given orientation to the participants in these two aspects.
- In this section questions were covered about tax and audit. About 74 percent of respondents had given correct answers in this section. Remaining 26 percent had given wrong answers. Again 21 percent of the respondents skipped these questions from this section. Basically audit is a factor which makes administrative and financial difficulties to the staffs. Hence they might have given more attention to this session in the training. This may be the reason for the better response to the questions. At the same time the knowledge of trainees on aspects related to taxation

shows need of improvements in this aspect. This indicates that further training of KILA needs to be focused more on taxation of for Urban Local Bodies.

Knowledge about the Routine activities of Municipalities

- A staff in the Municipal and Corporation office required to gain basic knowledge in different aspects related to routine activities of ULBs. Questions were asked about the control of Municipal committees over staff, knowledge about the mandatory responsibilities, PWD tender sanctions, knowledge about the welfare pension and Right to Information Act.
- In this section 75 percent of the respondents were well aware about the routine activities of urban local bodies. The remaining 25 percent of Municipal officers are still not aware about the day to day activities. The 21% of them were not answered questions under this section. Feedback from the data indicates that the participants have better understanding in the areas where they are continuously engaged. The higher ratings for right to information and mandatory responsibilities of municipalities are reflecting this trend. At the same time, the officials have poor knowledge in the areas of which is not directly related to their routine work and also complex in nature. Poor ratings of PWD tenders, and control of municipal authorities over officials are reflecting this trend. This highlights the need of more training in the areas with technical intercasies such as PWD Act and Rules for construction.
- The overall evaluation of knowledge assessment of trainees indicates that they have shown better knowledge level on mandatory responsibilities of ULBs. Good responses on types of audits, proceedings of council meeting, welfare pensions and right to information act reveals this trend. In other side they have shown poor performance in the aspects of Municipal act, the procedures of committee meetings, spatial planning, taxation and PWD tendering. These highlight two common trends, which have implication on planning of trainings in future. The first trend

indicates they are more interested to learn and has acquired knowledge which is closely related to their routine activities. In other words they have not shown more interest in the aspects which are not closely related to their routine activities.

- The second trend is that they have shown poor performance in the area those are bit complex and the subjects having technical intricacies. They could perform well in the aspects which are simple and not having more technical intricacies. The chapter on performance of urban governance in Kerala also indicated that ULBs has to advance more in the aspects which are more technical in nature.
- This underscores the relevance of special training in some areas which has more technical intricacies. Spatial planning, legal proceedings, taxation, running of various committees, PWD tender provisions, strict following of building rules and details of Municipal and Corporation act are the areas which may require further specialised trainings. As we have indicated earlier some of the specialised trainings can be restricted to staffs who are specifically handling such issues like building rules and legal issues... At the same time a common course on all the technical aspects is required for all the staffs.
- Around 30 percent of the trainees could not respond to different questions. This indicates that one third of the trainees could not acquire the basic knowledge that disseminated through trainings. This point out the fact that, the training strategies needs to be more inclusive which could be capable of imparting the basic level of knowledge to all the participants. Higher numbers of low responses also indicate the need of refreshment training which can be arranged in a decentralised manner by focusing of an office or cluster of offices. This also highlights the need of comparing the knowledge level of trainees on training domains before the training and after few months of the training. How the training targets have been in realised in practice could be assessed through some monitarable indicators after few months of training.

CHAPTER-VII

RECOMMENDATIONS AND SUGGESTIONS

This assessment is primarily based on the training which was conducted for ministerial staffs of the Urban Affairs Department and Kerala Municipal Common Service by KILA. The study covered topics under these training domains. Both the status of urban governance in Kerala and impact of training on trainees were measured on this aspect. For in-depth learning and understanding the status of urban governance more number of training need to be assessed like training sessions for elected representatives, technical staffs, waste management, engineers and planners. This study is an attempt undertaken in a short time frame and perspectives that covered within the training.

The recommendations of the study are divided into three major sections. The first section deals with changes required in overall strategy and approaches of the training. The second section deals with the suggestions for improving the performance of urban governance and its implications on training for ULBs. The third section deals with the improvement required in the training process and the domains of training that require improvements.

Changes Required in Overall Training Strategy and Approaches of Training

Need for Combined Training: Most of the domains and areas included in the trainings of officials of ULBs are also affiliated with the performance of elected representatives along with the officials. A joint and synergized action of these two stakeholders can provide better results in these domains. Initiatives for improving tax collection, improving efficiency of office management, enhancing the transparency and

accountability of urban governance, taking actions against illegal constructions, and improving the performance of plan implementation etc. are the areas having such implications. Hence, KILA can organize joint trainings of elected representatives and officials rather than organising separate trainings. Along with the general courses on urban governance, special courses to improve the capability of steering committees and standing committees are also needed to be provided by KILA. These could also be arranged as joint trainings of elected representatives and officials. Training including all stakeholders of ULBs can improve the transparency and accountability of municipal functions. Upcoming trainings can be conducted emphasising this considerations. Technicality of this possibility can be studied. Special emphasis for improving the quality of service delivery through transferred institutions should also be given in further trainings. In such cases, the representatives of institutional management committee can also be included in the training participants.

Special Focus on Technical Topics: The findings of this study indicate that the performance of ULBs and the knowledge level of participants are poor in the areas where technical intricacies are present. Poor performance of urban spatial planning and legal initiatives are good instances to establish this tendency. Hence, along with the general trainings, more specialised trainings on issues involving such technical intricacies are needed to be provided to the concerned stakeholders. While the content of such issues can be limited in general trainings as well. The study highlights that the participatory activities within the training are not providing ex-

pected results. This underscores the relevance of formulating more innovative strategies for conducting group and self learning activities. Training teams of KILA needs to be explored more in this specific aspect.

In-Depth Study Needed: The study has identified some sessions and domains that could not provide any improvement in performance. The training team of KILA needs to conduct a detailed evaluation of those sessions. Specific strategies to improve those sessions require to be taken up by KILA team.

Focus on the Less Privileged: The findings of the study highlights that KILA training has limitations in generating sensitivity among the stakeholders of ULBs and training participants in dealing with the issues of vulnerable communities and marginalised groups. Poor performance in the areas of initiatives for arranging special facilities for differentially abled group, old age group, and poor performance in the implementation of WCP exemplify this failure. This underscores the need of special trainings for gender sensitisation, differentially abled friendly planning and in preparing plans for old aged people. KILA is already engaged in such activities for rural local bodies. Initiatives such as Child Friendly Local Governance, Gender Friendly Panchayats, and Old age Friendly Panchayats are worth mentioned here. These can be extended to the ULBs as well. Urban Governance division of KILA can organise such programmes.

Suggestions for improving the performance of urban governance and its implication on training for ULBs

This section deals with the need of further trainings in some specific areas identified through the study. This includes the areas of taxation, spatial planning, legal actions, urban greening and creation of public spaces.

Reinvigorate Tax Collection: The findings on taxation underscore the relevance of more strategies in trainings for urban local bodies to convince them about the relevance of tax collection in the financial survival of ULBs. These findings also have implications on the nature of training provided to officials. Initiatives for improving tax collection require a collective effort both from

elected representatives and officials. The role of finance standing committee is paramount in this regard. Hence, joint trainings of elected representatives and officials may be fruitful in making real impacts in the field in the matters such as tax collection, rather than the training focused on officials alone.

The Issue of Spatial Planning: The present study highlights that majority of the Municipalities do not follow the process of spatial planning. Urban spatial planning could be initiated by systematic urban planning with relevant technical expertise. Political will is also a prerequisite for spatial planning. This underscores the fact that more detailed training on necessity and methods of spatial planning is needed in urban locations of Kerala. Hence the urban governance division of KILA needs to devise more detailed programmes on the necessity and methods of urban planning. Special training programmes can be arranged in the topic of spatial planning.

Proper and Prompt Use of Law: The lapses in taking legal action against defaulters might have a negative impact on tax collection. As discussed above, there was no significant improvement in the tax collection of ULBs before and after the training. Reduction in legal action against the defaulters may be one factor which would have led to the stagnation in tax collection of ULBs. This indicates the need of special sessions in the trainings of ULBs which could give more emphasis to the relevance of taking legal action against defaulters.

Gender in Development and Greening the Towns: The overall performance of municipalities in creation of public spaces indicates that majority of them could succeed in construction and maintenance of parks, garden, old age homes and foot paths. The training provided by KILA on urban governance might have given a push to the initiative of ULBs in this direction. However they could not succeed in taking up the concept of creation of green spaces in urban agglomerations, social forestry and construction of feeding rooms for lactating mothers and construction and renovation of bus stands. The responses by the beneficiaries show that urban greenery and

bringing in gender concerns in urban development are the areas quite new to the ULBs. Hence more focus on the aspects of urban greening and bringing gender concerns in development is needed in KILA's urban training programme.

Improvements required in the training process and the domains of training that require improvements

This section deals with the improvement required in the training process and the domains of training require improvements.

The data shows that the training sessions in general were able to deliver the ideas incorporated in the training modules to the participants. Majority of them could cover the training expectations. However there are indicators of a need for more in-depth training on urban governance to the stakeholders of ULBs. Since the emphasis of KILA has been more on training to the rural local bodies, more extensive training programmes are needed for the ULB stakeholders.

This points towards the need to do more background work in order to make the group and self-learning activities more attractive. Lack of good facilitation in groups and absence of effective mock group exercises in trainer's training may be construed as the reasons for ineffectiveness of group activities. Since the group activities provide more responsibilities to the participants rather than the trainer, its objectives and the pathways should be clearer to the faculty team for effective facilitation.

Since the group and self learning activities need the trainees to break out of the comfort zone of their routine activities, most of them would not be interested to opt them. This would create more challenges to the training team. Hence, training team of KILA has to better prepared while planning group activities in the training of officials where the activities are outside the one of their daily work routine.

The responses indicate that accounting and auditing, suit, urban administrative session, project planning and implementation, and town planning construction rules and permission are the five sessions opted by the participants as least useful, based on the quality of sessions. Various reasons can be pointed out for the ineffectiveness

of these sessions. These subjects are not closely associated with the day to day affairs and responsibility of general officials. Each of these subjects are handled by specific officials entrusted with handling them. Among these some are lying under the heads of officials from a professional background. The subjects such as suits and public works come under this category. Hence the officials from the general category may not have interest in attending these sessions.

This underscores the need for training sessions on topics which are not directly related to the general officials either be restricted or be made more attractive in nature. Apart from this, the data also indicates the need for special training for officials who are handling specific subjects in ULBs. Lack of clarity in presentations, complexity of technical issues included in the presentations, poor quality of presentations, and inefficient time management can be the causes of ineffectiveness of these sessions. The training team of KILA can initiate more discussions on why these training sessions are marked as poor sessions. Remedial and corrective measures based on this feedback can be initiated.

The least impacted areas of training marked by the participants are; evaluation in standing committee meetings, improvement in plan implementation and its evaluation. There are some common trends which can be identified from this. These subjects are more complex and also linked with the political decision making process in the ULBs. They also linked with the level of performance of standing committees, which is closely affiliated to the political administration. This highlights the need of joint trainings for officials and elected representatives. This point to a possible need for directional change in the KILA's training approaches and selection and composition of training participants.

These findings also underscore the relevance of special training in some areas with technical intricacies. Spatial planning, legal proceedings, taxation, running of various committees, PWD tender provisions, strict following of building rules and details of Municipal and Corporation Act are the areas which may require further specialised trainings. As indicated earlier some of the specialised trainings can be restricted to staff members who are specifically handling

such issues like building rules and legal issues. At the same time a common course on all the technical aspects is required for all staff.

Around 30 percent of the trainees could not respond to different questions in the assessment. This indicates that one third of the trainees could not acquire the basic knowledge disseminated through the trainings. This points out the fact that, the training strategies needs to be more inclusive which could be capable of imparting a basic level of knowledge to all the participants. Higher numbers of low responses also indicate the need for refreshment training which can be arranged in a decentralised manner by focusing on an office or cluster of offices. This also highlights the need for comparing the knowledge level of trainees on training domains before the training and after a few months of the training. How the training targets have been in realised in practice could be assessed through some measurable indicators taken in such retention tests.

APPENDIX-I

SELECTED URBAN LOCAL BODIES FOR THE STUDY OF THE PROJECT		
No	Name of the Municipality	Name of the district
1.	Aluva	
2.	Angamaly	
3.	Kothamangalam	
4.	Moovattupuzha	
5.	North Paravur	Ernakulam
6.	Perumbavoor	
7.	Thrikkakkara	
8.	Koothatukulam	
9.	Thripunithura	
10.	Iritty	
11.	Koothuparamba	
12.	Payyanur	Kannur
13.	Thalassery	
14.	Thaliparambu	
15.	Malappuram	
16.	Nilambur	
17.	Perinthalmanna	Malappuram
18.	Tirur	
19.	Valancherry	
20.	Adoor	
21.	Pandalam	Pathanamthitta
22.	Thiruvalla	
23.	Attingal	
24.	Nedumangad	Thiruvananthapuram
25.	Varkala	
26.	Chalakyudy	
27.	Chavakkad	
28.	Guruvayoor	Thrissur
29.	Irinjalakuda	
30.	Kunnamkulam	
31.	Vadakanchery	

APPENDIX-II

SELECTED URBAN LOCAL BODIES FOR STUDY OF THIS PROJECT (Corporations)	
NO	Name of the Corporation
1	Thrissur
2	Kochi
3	Thiruvananthapuram
4	Kannur

APPENDIX-III

NO	Name	MUNICIPALITY / CORPORATION
1.	Suna Peter	Kothamangalam Municipality
2.	M C Gopinathan	Kothamangalam Municipality
3.	Jacob K C	Muvattupuzha Municipality
4.	Raman M N	Aluva Municipality
5.	Preetha V K	North Paravur Municipality
6.	Reena K V	North Paravur Municipality
7.	Kamaladas	Perumbavoor Municipality
8.	Rajesh K P	Edapally Municipality
9.	Vinod A N	Angamaly Municipality
10.	Sangeetha K S	Kochi Corporation
11.	Mathew Thomas	Kothamangalam Municipality
12.	Akhil E S	Thrikkakkara Municipality
13.	Sooraj K A	Muvattupuzha Municipality
14.	Baby K C	Muvattupuzha Municipality
15.	Mini Antony	Edapally Municipality
16.	Sini Joseph	Edapally Municipality
17.	Nasar K K	Angamaly Municipality
18.	Jameela	Kochi Corporation
19.	Jayakumar	Thiruvananthapuram Corporation
20.	Nimisha K Vinod	Thiruvananthapuram Corporation
21.	John Jijo M	Kothamangalam Municipality
22.	Lizzy S	Palakkad Municipality
23.	Mahesh	Cherthala Municipality
24.	Denny V B	Thiruvananthapuram Corporation
25.	Jithin P T	Mattanchery Municipality
26.	Nisha Joseph	Kochi Corporation
27.	Renjith P Elias	Angamaly Municipality
28.	Jiji G	Cherthala Municipality
29.	Viswanadhan	Thrissur Corporation
30.	Sujesh	Thrissur Corporation
31.	Jithin	Thrissur Corporation
32.	Manju V S	Thrissur Corporation
33.	Priya V	Thrissur Corporation
34.	Sindumol M R	Thrissur Corporation
35.	Sunil Cheriyan	Chalakkudi Municipality
36.	Joju Paul	Chalakkudi Municipality
37.	Sajeesh P R	Chalakkudi Municipality
38.	Bindu K	Kunnumkulam Municipality

39.	Naseem K A	Wadakanchery Municipality
40.	Sashadevi N	Thrissur Corporation
41.	Bhava Priya	Thrissur Corporation
42.	Leena Francise	Thrissur Corporation
43.	Liya George	Thrissur Corporation
44.	Akhila	Thrissur Corporation
45.	Kavitha	Thrissur Corporation
46.	Saheer P S	Irinjalakkuda Municipality
47.	Susha E S	Irinjalakkuda Municipality
48.	P A Thankamani	Irinjalakkuda Municipality
49.	Dilesh P Ponnambi	Irinjalakkuda Municipality
50.	Shibi K S	Chavakkad Municipality
51.	Manikandan	Guruvayoor Municipality
52.	Sushama T R	Guruvayoor Municipality
53.	Zabeena P M	Guruvayoor Municipality
54.	Kunjumon	Palakkad Municipality
55.	Sameesh	Koothatukulam Municipality
56.	Jhon Jijo	Koothatukulam Municipality
57.	Paulson C J	Thiruvananthapuram Corporation
58.	Molu Princes B R	Pathanamthitta Municipality
59.	Laila Beevi H	Pandalam Municipality
60.	Bindhu D	Punalur Municipality
61.	Najeema Beevi A	Adoor Municipality
62.	K Surendran	Adoor Municipality
63.	Pradeep P	Nedumangad Municipality
64.	R Sreekumari	Adoor Municipality
65.	Marsha Raju	Thiruvananthapuram Corporation
66.	B Boban	Thiruvananthapuram Corporation
67.	R Rajendren	Adoor Municipality
68.	Dhanya S	Attingal Municipality
69.	B Jayaprakash	Attingal Municipality
70.	Laji R	Attingal Municipality
71.	Nisheena	Adoor Municipality
72.	Nancy L	Adoor Municipality
73.	Deepa S	Attingal Municipality
74.	Minimol S	Adoor Municipality
75.	Vishalakshi P	Adoor Municipality
76.	Vinodh G	Varkala Municipality
77.	Divya Jr	Varkala Municipality
78.	Kumar Babu I S	Varkala Municipality
79.	S Mamilal	Adoor Municipality
80.	Abdul Salam	Adoor Municipality
81.	Venu Kumar B	Mannarkkad Municipality

82.	Manojkumar	Thrippunithura Municipality
83.	Vidhya N	Thiruvananthapuram Corporation
84.	Anilkumar S	Thiruvananthapuram Corporation
85.	Vijayakumari A	Thiruvananthapuram Corporation
86.	Rajesh .K	Thiruvananthapuram Corporation
87.	Sudheesh Raj.R.S	Thiruvananthapuram Corporation
88.	Humanshaw	Thiruvananthapuram Corporation
89.	Rakesh R B	Thiruvananthapuram Corporation
90.	Joson J V	Thiruvananthapuram Corporation
91.	Vidya C S	Thiruvananthapuram Corporation
92.	Sanoop S.S	Thiruvananthapuram Corporation
93.	Boban B	Thiruvananthapuram Corporation
94.	Veena Vasudevan	Thiruvananthapuram Corporation
95.	Ajikuttan C	Thiruvananthapuram Corporation
96.	Asa Beegam L.E	Nedumangad Municipality
97.	Aji K R	Nedumangad Municipality
98.	Sureesh Kumar	Nedumangad Municipality
99.	Sukumaran Nair.S	Nedumangad Municipality
100.	Aji Kumar	Kottiyam Municipality
101.	Sasidharan T	Valanchery Municipality
102.	Dinesan M	Tirur Municipality
103.	Preethi N	Tirur Municipality
104.	Bindu P	Tirur Municipality
105.	Binu P.A	Valanchery Municipality
106.	Jinesh K,J	Perinthalmanna Municipality
107.	Preenamol P.M	Perinthalmanna Municipality
108.	Hari Prakash	Malappuram Municipality
109.	Sreela E	Valanchery Municipality
110.	Divya K M	Malappuram Municipality
111.	Mohanan C	Mannarkkad Municipality
112.	Suresh T	Tirur Municipality
113.	Ashokan U	Tirur Municipality
114.	Rakesh P	Tirur Municipality
115.	Nizamudhin N	Malappuram Municipality
116.	Hariprasad K	Cherpulassery Municipality
117.	Bijukumar	Perinthalmanna Municipality
118.	Sreejith P	Malappuram Municipality
119.	Muralidharan S	Malappuram Municipality
120.	Suresh Babu	Tirur Municipality
121.	Rijith P.V	Kannur Corporation
122.	Haridasan.K	Kannur Corporation
123.	Lijoy.K.K	Thalassery Municipality
124.	Shuhaib P.P	Kannur Corporation

125.	Amaldev A.N	Thalssery Municipality
126.	Sathyan T.V	Thaliparambu Municipality
127.	Abhijith M.M	Kannur Corporation
128.	Nizamudeen	Kannur Corporation
129.	Ritesh Jeshu Williams	Payyannur Municipality
130.	Ajesh T	Thalassery Municipality
131.	Sandeep Mathew	Thalassery Municipality
132.	Maneesh K.V	Payyannur Municipality
133.	Rajasekharan P.R	Koothuparambu Municipality
134.	Jayakumar V	Kannur Corporation
135.	Narendran P K	Kannur Corporation
136.	Rakesh C K	Koothuparambu Municipality
137.	Lakshmi O	Thaliparambu Municipality
138.	Rashidha M	Iritty Municipality
139.	Divya Mekkileri	Iritty Municipality
140.	Damodaran P D	Payyannur Municipality
141.	V Shalna	Kannur Corporation
142.	Chithra Sumathi K	Payyannur Municipality
143.	Sasi Anchankudi	Koothuparambu Municipality
144.	Shabina T	Kannur Corporation
145.	Ajith Kumar M	Kannur Corporation
146.	Maneesh T	Kannur Corporation
147.	Pradeepan	Kannur Corporation
148.	Aneesh Kumar K	Kannur Corporation
149.	Mini	Kannur Corporation
150.	Roshni K R	Payyannur Municipality
151.	Deepa S	Mukkam Municipality

APPENDIX-IV

Multiple Choice Question (MCQ) for Awareness of Legal Provision

1. The first major Amendment to Municipality Act was done in which year?
A - 2000
B - 1993
C - 1999
D - 1996
2. Which is the element not included in 74th Constitutional Amendment?
A - Election by five years
B - 1/3 reservation for women
C - Legal sanction for right to information
D - Established district council
3. Ward committees established through which Constitutional Amendment?
A - 242
B - 245
C - 246
D - 243
4. Which among the following option is not the responsibility of steering committee?
A - Co-ordination of the standing committee function
B - Other functions of the council
C - To do the function of the inactive standing committees
D - Take the action against officials
5. Choose the incorrect answer from the list given below in case of control of Municipal authorities over staff?
A - Punishment
B - Memo
C - Dismissal
D - Review of the appeal
6. How many days prior notice is required for conducting the counselling meeting?
A - Before 7 days
B - Before 5 days
C - Before 9 days
D - Before 3 days
7. Which is not included in the mandatory meetings in Municipalities?
A - Emergency meeting
B - Common meeting
C - Meeting conducted by municipal secretary
D - Special meeting

8. Find out the incorrect form of tax among the given list of taxes?
- A - Land tax
 - B - Labour tax
 - C - Entertainment tax
 - D - Excise tax
9. Which among the following is not included in the list of items which has given exception from property tax?
- A - Government building
 - B - Clubs
 - C - Building of ex-service men
 - D - Special zone for industries
10. Which of the following is not including in the mandatory responsibility of Municipalities?
- A - Control the building construction
 - B - Protection of public market
 - C - Registration of death and birth
 - D - Help the aided school
11. Which is the in incorrect audit among the list of audits given below?
- A - Staff audit
 - B - Kerala state audit
 - C - Performance audit
 - D - Social audit
12. Which among the following not included in the welfare pension list?
- A - Old age pension
 - B - Widow pension
 - C - Pension to the unwedded women
 - D - Pension to the disabled person
13. When the Right to Information Act came in to effect?
- A - 2005
 - B - 2009
 - C - 2006
 - D - 2003
14. PWD tender sanctions included in which category?
- A - Social
 - B - Technical
 - C - Ward level permission
 - D - Permission of the secretary
15. Which town planning act not got cancelled after the introduction of new Town Planning Act in Kerala?
- A - Kochi town planning act 1190
 - B - Travancore town planning and country planning act 1120
 - C - Madras town planning act 1920
 - D - Town planning act 1108

APPENDIX-V

QUESTIONNAIRE FOR ASSESSING THE KNOWLEDGE OF TRAINEES IN TRAINING DOMAIN

1. Handbook
 - A - Excellent
 - B - good
 - C - Above Average
 - D - Average
 - E - Below average

2. Way to communicate the content in the hand book
 - A - Excellent
 - B - Good
 - C - Above Average
 - D - Average
 - E - Below average

3. Training sessions are helpful to attain the objective
 - A - Yes
 - B - No

4. Presentation slide presentation and content
 - A - Excellent
 - B - Good
 - C - Above Average
 - D - Average
 - E - Below average

5. Content
 - A - Lack of time
 - B - Correct time
 - C - Excess time

6. Have self-learning activities and group activities with various sessions
 - A - Yes
 - B - No

7. Group activities or presentation is more effective
 - A - Presentation
 - B - Group activities

8. Presentation is helpful to attain the objective
 - A - Yes
 - B - No

9. If no why?
Lack of content, ineffective slide presentation, poor presentation, not applicable
10. Presentation
- | | | |
|---|---|---------------|
| A | - | Excellent |
| B | - | Good |
| C | - | Above Average |
| D | - | Average |
| E | - | Below average |
11. Presentation is limited within the content of the slide
- | | | |
|---|---|--|
| A | - | Followed the content of the slides |
| B | - | Fully followed the content of the slides |
| C | - | Partially followed the content of the slides |
| D | - | Entirely different from slides |
12. Group activities and self-learning activities in the training programme is pre-examined
- | | | |
|---|---|----------------|
| A | - | Yes |
| B | - | No |
| C | - | Not applicable |
13. In connection with the training programme rank the first five effective sessions
- | | | |
|----|---|---|
| 1 | - | Town administrative session |
| 2 | - | Town administration and committee system |
| 3 | - | Official's duties and responsibilities |
| 4 | - | Agenda of the council and standing committees |
| 5 | - | Source of resource and resource management |
| 6 | - | Tax fixation and appeal |
| 7 | - | License and registration |
| 8 | - | Accounting and auditing |
| 9 | - | Welfare pensions and financial aid |
| 10 | - | Right to information, service right and citizen chart |
| 11 | - | Town planning, construction rules and permission |
| 12 | - | Project planning and implementation |
| 13 | - | Office management |
| 14 | - | Central and state schemes and missions |
| 15 | - | PWD and implementation |
| 16 | - | Suit |
14. In connection with the training programme rank the first five ineffective sessions?
- | | | |
|---|---|---|
| 1 | - | Town administrative session |
| 2 | - | Town administration and committee system |
| 3 | - | Official's duties and responsibilities |
| 4 | - | Agenda of the council and standing committees |
| 5 | - | Source of resource and resource management |
| 6 | - | Tax fixation and appeal |
| 7 | - | License and registration |
| 8 | - | Accounting and auditing |
| 9 | - | Welfare pensions and financial aid |

-
- | | | |
|----|---|---|
| 10 | - | Right to information, service right and citizen chart |
| 11 | - | Town planning, construction rules and permission |
| 12 | - | Project planning and implementation |
| 13 | - | Office management |
| 14 | - | Central and state schemes and missions |
| 15 | - | PWD and implementation |
| 16 | - | Suit |

15. After the training programme what are the decisions taken by the officials? Put the tick mark

- | | | |
|----|---|--|
| 1 | - | Presentation in the staff meeting |
| 2 | - | Continues study on the concerned subject, constitutional amendment and municipal law |
| 3 | - | Try to collect the tax effectively |
| 4 | - | Office management |
| 5 | - | Speedy transactions of the file |
| 6 | - | Speedy service movement |
| 7 | - | Try to do the office work transparently |
| 8 | - | Try to upgrade the office activities |
| 9 | - | Try to upgrade the participation in the ward sabha |
| 10 | - | Try to upgrade the basic amenity of the public |
| 11 | - | Suggestions for the improvement of the training |
| 12 | - | Speedy movement of legal process |
| 13 | - | Evaluation of the standing committee meetings |
| 14 | - | Renewal of the citizen chart |
| 15 | - | Start-up of new projects |
| 16 | - | Hike of project cost |
| 17 | - | To use more time for project implementation |
| 18 | - | To conduct social audit for the evaluation of the project |

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