

**Certificate Programme in Local Governance**  
**(For Elected Representatives of LSGIs)**  
**(2012-2017)**

**Curriculum**



**Kerala Institute of Local Administration**

**Mulamkunnathukavu P.O., Thrissur - 680 581**

Phone : Office-0487-2201768 / 2200244,

Director : 2201312; Fax : 0487-2201062

E-mail: [kila@md2.vsnl.net.in](mailto:kila@md2.vsnl.net.in);

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



**Programme Team**

Director : Dr. P.P. Balan  
Programme Director : Dr. J.B. Rajan  
Faculty Members : Dr. Sunny George  
Dr. Peter M. Raj  
Dr. Abey George

For details contact:

**Dr. P.P. Balan**  
Director, KILA  
Ph: 9446521312  
E-mail : [balanpp25@gmail.com](mailto:balanpp25@gmail.com)

**Dr. J.B.Rajan**  
Programme Director (Certificate Course)  
Ph: 9447817042  
E-mail : [jbajan07@gmail.com](mailto:jbajan07@gmail.com)



**Table-6.5: Course CPE 5: Research Methodology**

| Semester | Month | Unit No. | Name of Units                     | Period | Total Periods |
|----------|-------|----------|-----------------------------------|--------|---------------|
| I        | 1     | 5.1      | Research Process                  | 4      | 8             |
|          | 2     | 5.1      | Data Collection                   | 4      |               |
| II       | 3     | 5.1      | Data Analysis                     | 2      | 7             |
|          | 4     | 5.2      | RRA & PRA                         | 2      |               |
|          |       | 5.3      | Documentation & Reporting         | 3      |               |
| III      | 5     | 5.3      | Documentation & Reporting         | 2      | 5             |
|          | 6     | 5.4      | Preparation of Projects for LSGIs | 3      |               |

**Table-6.6: Course CPE 6: Computer Fundamentals**

| Semester | Month | Unit No. | Name of Units          | Period | Total Periods |
|----------|-------|----------|------------------------|--------|---------------|
| I        | 1     | 6.1      | Computer- Introduction | 3      | 13            |
|          | 2     | 6.2      | MS Word                | 5      |               |
|          |       | 6.3      | Internet - Basic       | 5      |               |
| II       | 3     | 6.4      | Internet - Advanced    | 2      | 6             |
|          | 4     | 6.2      | MS Word                | 2      |               |
|          |       | 6.5      | MS Excel               | 2      |               |
| III      | 5     | 6.4      | Internet - Advanced    | 2      | 5             |
|          | 6     | 6.5      | MS Excel               | 3      |               |

## Preface

The Certificate Programme in Local Governance is one of the prestigious programmes organized by KILA. It is the first of its kind not only in India but also at the international level. When we started the programme in 2003, we never thought of getting such an overriding response. We had apprehension on the response of elected representatives when the idea was put forward. The faculty members of KILA stood with commitment. The UNDP came forward with financial and technical support.

It is the felt need of the Local Self Government Institutions (LSGIs) in Kerala to have some experts to help them in the activities relating to plan formulation and implementation. They are all in need of consultation to clear their doubts on development and governance. The solution is to provide them with the support of well-equipped resource persons. The prime aim of the programme is to provide the LSGIs with the service of such experts with field experience. So far four batches are over and their contribution to local governance is encouraging. Most of the certificate holders, even though some of them are not members of LSGIs at present, are supporting LSGIs as resource persons.

This programme of KILA has got much appreciation from United Nations Development Programme [UNDP] and Swiss Development Cooperation [SDC]. Policy makers from other States have come to KILA to assess the activities of the certificate holders in the field. This was also discussed in one of the Round Table Conferences organized by Panchayati Raj Ministry. The elected representatives certainly can contribute much to local governance if they are professionally trained, it is hoped. The present curriculum is designed to suit this purpose. I appreciate the efforts of Dr. J.B. Rajan, programme Director and other experts like Mr. Biju S.K. and Mr. Aljo C. Cherian for this Curriculum.

**Dr. P.P. Balan**  
Director

**Table-6.3: CPE -3: Local Economic Development (LED)**

| Semester | Month | Unit No. | Name of Units   | Period | Total Periods |
|----------|-------|----------|---|--------|---------------|
| I        | 1     | 3.1      | Concept of Economic Development                                     | 2      | 4             |
|          | 2     | 3.2      | Concept of LED  | 2      |               |
| II       | 3     | 3.3      | Smaller and Micro Enterprises (SMEs) and Rural Business Hubs (RBHs) | 2      | 11            |
|          |       | 3.4      | Role of Local Bodies in SMEs and RBHs                               | 3      |               |
|          | 4     | 3.5      | Operation of SMEs (Learning of Practices)                           | 2      |               |
|          |       | 3.6      | Initiation of SMEs/RBHs   | 4      |               |
| III      | 5     | 3.7      | Preparation of LED Plan   | 5      | 5             |

**Table-6.4: Course CPE 4: Good Governance**

| Semester | Month | Unit No. | Name of Units                    | Period | Total Periods |
|----------|-------|----------|----------------------------------|--------|---------------|
| I        | 1     | 4.1      | Good Governance- Need & Features | 2      | 6             |
|          | 2     | 4.2      | Right to Information             | 4      |               |
| II       | 3     | 4.3      | Citizen's Charter                | 1      | 9             |
|          |       | 4.8      | Service Delivery                 | 3      |               |
|          |       | 4.9      | Initiatives for Good Governance  | 3      |               |
|          | 4     | 4.4      | Data base                        | 2      |               |
|          | 5     | 4.5      | Development Report               | 1      | 7             |
| III      | 6     | 4.6      | Corruption Free Governance       | 2      |               |
|          |       | 4.7      | Redressal Measures of Corruption | 4      |               |



**Course Plan**  
**Table-6.1: Course CPE-1: Local Governance**

| Semester | Month | Unit No. | Name of Units                                     | Period | Total Periods |
|----------|-------|----------|---|--------|---------------|
| I        | 1     | 1.1      | History of Local Governance & Decentralisation    | 1      | 3             |
|          | 2     | 1.2      | Democratic Decentralisation: Philosophy & Process | 1      |               |
|          |       | 1.3      | Platforms of Democracy in PRIs                    | 1      |               |
| II       | 3     | 1.4      | Local Governance & Local Planning                 | 4      | 5             |
|          | 4     | 1.5      | Platforms of direct democracy                     | 1      |               |
| III      | 5     | 1.6      | Grama Sabha (Village Assembly)                    | 5      | 7             |
|          | 6     | 1.7      | Roles of Elected                                  |        |               |

**Table-6.2: Course CPE 2: Sustainable Development**

| Semester | Month | Unit No. | Name of Units                             | Period | Total Periods |
|----------|-------|----------|---|--------|---------------|
| I        | 1     | 2.1      | Basic of Development Paradigms            | 2      | 6             |
|          | 2     | 2.2      | Eco-system Services                       | 4      |               |
| II       | 3     | 2.3      | Resource Management                       | 4      | 7             |
|          | 4     | 2.4      | Bio-diversity Conservation (A Case Study) | 2      |               |
|          |       | 2.5      | Watershed Approach (A Case Study)         | 1      |               |
| III      | 5     | 2.6      | Gender Mainstreaming                      | 4      | 6             |
|          | 6     | 2.7      | Livelihood Security                       | 2      |               |

## 1. Background

The decentralization of power, through the 73<sup>rd</sup> and 74<sup>th</sup> Amendments to Indian Constitution, has created third tier of government at the local level. Government of Kerala has played a commendable role through its legal, administrative, and fiscal reforms to enable the Local Self Government Institutions (LSGIs) to function as institutions of local self governments and Grama Sabha as the forum of direct democracy. Apart from devolution of functions, functionaries, funds, and freedom, the State has made laudable attempt to strengthen the process of decentralization through capacity building at different levels. The training programmes of KILA for the elected representatives, functionaries and other stakeholders have made valuable contribution in strengthening the LSGIs. The Certificate Programme in Local Governance conducted by KILA is yet another attempt towards capacity building of elected representatives to strengthen the LSGIs. The learning by the participants of the Programme will benefit the LSGIs not only during their tenure but also in future as agents of local development.

## 2. Objectives

The Certificate Programme in Local Governance aims at development of knowledge, skills, and capabilities required by elected representatives of LSGIs for effective involvement in local governance and development. The important objectives are to:

- Imbibe a development culture over and above the narrow political considerations in local governance,
- Understand the process and politics of development and centralised governance,
- Develop expertise in planning, implementing, and monitoring of projects relating to local development,
- Strengthen the democratic platforms of local governance viz. Grama Sabha, Monitoring Committee, Functional Committee etc.,
- Develop expertise in facilitating and supporting local governance and development, and

- Build capacity of elected representatives to discharge their duties effectively.

### 3. Participants

Elected Representatives of the Rural Local Self Government Institutions (LSGIs) in Kerala.

### 4. Features of Programme

- The Programme will be organized on the basis of contact-cum-distance learning; five days of contact classes in every spell, followed by assignments for self-learning.
- Reading materials based on the syllabus, together with activity-based assignments will be given to the participants.
- The focus of the Programme is more on attitude and behavioral change by 'learning through problem-solving'.
- Opportunity for self-learning through activities and peer sharing of experience will be given to make the learning more effective.
- The principles of adult learning are applied for deciding the mode of delivery. The methodology of instruction is more learner-centered and the learner is an active participant in the Programme.
- The five days of contact classes in every month of the Programme is more of a participatory and guiding nature. This is coupled with practical work.
- The participants will be exposed to different types of practices in local governance inside and outside the State.

### 5. Duration

Total duration of the Programme is eight months. There shall be 6 spells of (5 days each in every month) contact class at KILA; followed by practical work. The 6 spells are schemed into 3 semesters: Each semester comprises of 2 spells. The last two months will be for presentation, finalization, and submission of thesis and practical assignments relating to project work.

Table-5: Semester Plan

| Semester                           | Spell | CPE-1 |    | CPE-2 |    | CPE-3 |    | CPE-4 |    | CPE-5 |    | CPE-6 |    | Special Sessions | Total Periods |
|------------------------------------|-------|-------|----|-------|----|-------|----|-------|----|-------|----|-------|----|------------------|---------------|
|                                    |       | Unit  | Ps | Unit  | Ps | Unit  | Ps | Unit  | Ps | Unit  | Ps | Unit  | Ps |                  |               |
| I                                  | 1     | 1.1   | 1  | 2.1   | 2  | 3.1   | 2  | 4.1   | 2  | 5.1   | 4  | 6.1   | 3  | 6                | 19            |
|                                    |       | -     | -  | -     | -  | -     | -  | -     | -  | -     | -  | -     | -  |                  |               |
|                                    | 2     | 1.2   | 1  | 2.2   | 4  |       |    | 4.2   | 4  | 5.1   | 4  |       |    | 6                | 21            |
|                                    |       | 1.3   | 1  |       |    | 3.2   | 2  |       |    |       |    |       |    |                  |               |
| <b>Semester-end Assessment I</b>   |       |       |    |       |    |       |    |       |    |       |    |       |    |                  |               |
| II                                 | 3     | 1.4   | 4  | 2.3   | 4  | 3.3   | 2  | 4.3   | 1  | 5.1   | 2  | 6.4   | 2  | 6                | 24            |
|                                    |       | -     | -  | -     | -  | 3.4   | 3  | 4.8   | 3  |       |    |       |    |                  |               |
|                                    | 4     | 1.5   | 1  | 2.4   | 2  | 3.5   | 2  | 4.4   | 2  | 5.2   | 2  | 6.2   | 2  | 6                | 21            |
|                                    |       | -     | -  | 2.5   | 1  | 3.6   | 4  |       |    | 5.3   | 3  | 6.5   | 2  |                  |               |
| <b>Semester-end Assessment II</b>  |       |       |    |       |    |       |    |       |    |       |    |       |    |                  |               |
| III                                | 5     | 1.6   | 5  | 2.6   | 4  | 3.7   | 5  | 4.5   | 31 | 5.3   | 2  | 6.4   | 2  | 6                | 19            |
|                                    |       | 1.7   | 2  | 2.7   | 2  |       |    | 4.6   | 2  | 5.4   | 3  | 6.5   | 3  |                  |               |
|                                    | 6     | -     | -  |       |    |       |    | 4.7   | 4  |       |    |       |    | 6                | 16            |
|                                    |       |       |    |       |    |       |    |       |    |       |    |       |    |                  |               |
| <b>Semester-end Assessment III</b> |       |       |    |       |    |       |    |       |    |       |    |       |    |                  |               |
| Total Periods*                     |       |       | 15 |       | 19 |       | 20 |       | 22 |       | 20 |       | 24 |                  | 120           |

\* Excluding special sessions; Ps - denotes no. of periods



**Table-2.3: Semester III**

| Course   | Instructio<br>nal hrs | Exam<br>hrs | Credit    |
|--|-----------------------|-------------|-----------|
| CPE 1 Local Governance                             | 7                     | 3           | 4         |
| CPE 2 Sustainable Development                      | 6                     | 3           | 5         |
| CPE 3 Local Economic                               | 5                     | 3           | 4         |
| CPE 4 Good Governance                              | 7                     | 3           | 5         |
| CPE 5 Research Methodology                         | 5                     | 3           | 5         |
| CPE 6 Computer Fundamentals                        | 5                     | 3           | 4         |
| Gen. Practical (Tour)                              |                       |             | 1         |
| Attendance   |                       |             | 2         |
| Total  |                       | 30          |           |
| <b>Dissetation</b>                                 |                       |             | 4         |
| Formulation & Imple-<br>mentation of model project |                       |             | 6         |
| <b>Total Credit</b>                                |                       |             | <b>40</b> |

**Table-3: Grade for Attendance**

| % of Attendance   | Grade |
|-------------------|-------|
| 95% and above     | A     |
| Between 85 and 95 | B     |
| Between 75 and 84 | C     |
| Between 70 and 74 | D     |
| Below 70*         | E     |

\*Not allowed to appear for assessment

**Table-4: Grading**

| IF AGP             | Grade | Performance   |
|--------------------|-------|---------------|
| Above 3.5          | A     | Excellent     |
| Between 2.5 & 3.49 | B     | Very good     |
| Between 1.5 & 2.49 | C     | Good          |
| Between .5 & 1.49  | D     | Average       |
| Below .5           | E     | Below Average |

## 6. Medium of Instruction

Malayalam.

## 7. Syllabus at a Glance

### Course. CPE 1: Local Governance

- 1.1. History of Local Governance and Decentralization
- 1.2. Democratic Decentralization – Philosophy and Process
- 1.3. Panchayati Raj Institutions (PRIs)
- 1.4. Local Governance and Local Planning
- 1.5. Platforms of Democracy
- 1.6. Grama Sabha (Village Assembly)
- 1.7. Roles of Elected Representatives in Local Governance

### Course. CPE-2 : Sustainable Development

- 2.1. Basics of Development Paradigms
- 2.2. Eco-system Services
- 2.3. Resource Management
- 2.4. Bio-diversity Conservation
- 2.5. Watershed Approach
- 2.6. Gender Mainstreaming
- 2.7. Livelihood Security

### Course. CPE-3 : Local Economic Development (LED)

- 3.1. Economic Development and Human Development
- 3.2. Concept of LED
- 3.3. Smaller and Micro Enterprises (SMEs) and Rural Business Hubs (RBHs)
- 3.4. Role of Local Bodies in SMEs and RBHs
- 3.5. Operation of SMEs
- 3.6. Initiation of SMEs/RBHs
- 3.7. Preparation of LED Plan

### Course. CPE-4 : Good Governance

- 4.1. Need for Good Governance
- 4.2. Right to Information (RTI)
- 4.3. Citizen's Charter



- 4.4. Data Base
- 4.5. Development Report
- 4.6. Corruption Free Governance
- 4.7. Redressal Measures of Corruption
- 4.8. Effective Service Delivery through TQM
- 4.9. Initiatives for Good Governance

### Course CPE-5 : Research Methodology

- 5.1. Research Methodology
- 5.2. Statistical Techniques
- 5.3. Rapid Rural Appraisal (RRA)
- 5.4. Documentation
- 5.5. Preparation of Projects for LSGIs

### Course CPE-6 : Computer Fundamentals

- 6.1. Computer- Basics
- 6.2. MS Word
- 6.3. Internet-Basics
- 6.4. Internet-Advanced
- 6.5. MS Excel

In addition to the above, there is a component of special assessment and practical that includes innovative initiatives in Panchayat, Project Work, Study Tour, and Computer Practical.

### 8. Special Session

In addition to the subject included in the syllabus, there will be special sessions on topics related to capacity building, public administration, governance, development, and allied subjects. The Resource Persons for such sessions will be renowned experts who have made remarkable contributions in the domain.

### 9. Semester Entry

The candidate selected through personal interview will be admitted into first semester. Only those who successfully complete the first semester are allowed to attend the second semester and so on.



**Table-2 : Semester-wise Details**

**Table-2.1: Semester I**

| Course                        | Instructional hrs | Exam hrs | Credit    |
|-------------------------------|-------------------|----------|-----------|
| CPE 1 Local Governance        | 3                 | 3        | 4         |
| CPE 2 Sustainable Development | 6                 | 3        | 5         |
| CPE 3 Local Economic          | 4                 | 3        | 4         |
| CPE 4 Good Governance         | 6                 | 3        | 5         |
| CPE 5 Research Methodology    | 8                 | 3        | 5         |
| CPE 6 Computer Fundamentals   | 13                | 3        | 4         |
| General Practical (Computer)  |                   | 3        | 1         |
| Attendance                    |                   |          | 2         |
| <b>Total Credit</b>           |                   |          | <b>30</b> |

**Table-2.2: Semester II**

| Course                        | Instructional hrs | Exam hrs | Credit    |
|-------------------------------|-------------------|----------|-----------|
| CPE 1 Local Governance        | 5                 | 3        | 4         |
| CPE 2 Sustainable Development | 7                 | 3        | 5         |
| CPE 3 Local Economic          | 11                | 3        | 4         |
| CPE 4 Good Governance         | 9                 | 3        | 5         |
| CPE 5 Research Methodology    | 7                 | 3        | 5         |
| CPE 6 Computer Fundamentals   | 6                 | 3        | 4         |
| General Practical (Computer)  |                   | 1        | 1         |
| Attendance                    |                   |          | 2         |
| <b>Total Credit</b>           |                   |          | <b>30</b> |





**Table-1 : Total Grade**

| Course  | SEA Weight | CCA Weight | Total Weight | Per Semester Credit |
|---|------------|------------|--------------|---------------------|
| CPE. 1. Local Governance                      | 4          | 3          | 7            | 4                   |
| CPE. 2. Sustainable Development               | 4          | 3          | 7            | 5                   |
| CPE. 3. Local Economic Development            | 4          | 3          | 7            | 4                   |
| CPE. 4. Good Governance                       | 4          | 3          | 7            | 5                   |
| CPE. 5. Research Methodology                  | 4          | 3          | 7            | 5                   |
| CPE. 6. Computer Fundamentals                 | 4          | 3          | 7            | 4                   |
| General Practical                             |            |            | 3            | 1                   |
| Attendance                                    |            |            | 3            | 2                   |
| <b>Total</b>                                  |            |            |              | <b>30</b>           |
| Total credit for 3 semester 30x3              |            |            |              | <b>90</b>           |
| Dissertation                                  |            |            |              | 4                   |
| Formulation & Implementation of Model Project |            |            |              | 6                   |
| <b>Total Credit</b>                           |            |            |              | <b>100</b>          |



Hence, successful completion of each semester is a requisite for the entry into the succeeding semester.

### 10. Scheme of Assessment

A total credit for all the components is 100. The distribution of total credit between the courses and also the theory and practical is given in Table-1.

There will be continuous and comprehensive assessment (CCA) and semester end assessment (SEA). The distribution of marks for 6 courses, spread through 3 semesters.

#### 10.1 Semester End Assessment (SEA)

Written assessment will be conducted at the end of each semester (SEA). In addition to that practical work and innovative project initiatives also will be subject to assessment. Attendance is another component of assessment. The distribution of marks for Written Assessment, Practical, and Attendance is given in Tables 1, 2, and 3.

#### 10.2. Continuous and Comprehensive Assessment (CCA)

The emphasis of CCA is on the development of skills and knowledge. The CCA is based on the subject content of the theory classes. The participants will be grouped and placed under the guidance and supervision of Mentors (Faculty or Extension Faculty of KILA) to render the CCA effective. The Mentors will keep in touch with the participants of the Programme and give continuous guidance and feedback to complete the field assignments. The participants will report regularly to their Mentors so that individual attention will be given to the work. The CCA work consists of the following:

##### i. Theory-based Assignments

Theory-based assignments include questions from the theoretical content of the Programme. The assignments are compulsory. The questions will be given in advance and the participants have to refer the handbook or literature for the preparation of their



assignments. The assignments on each semester are to be submitted on the first day of the contact class of each spell.

#### ii. Panchayat-based Assignments

The Panchayat-based assignments are to be undertaken in the Panchayat that the participant represents. These will be based on the curriculum. Eg. documenting the planning process, Grama Sabha proceedings, initiating novel projects, etc.

#### iii. Contact class-based Assignments

The contact classes of five days of every month will be conducted at KILA. The contact classes will be interactive in nature and as part of the contact classes, practical assignments will be assigned to the participants on individual or group basis. The participants are expected to fulfill these assignments within the prescribed time.

#### iv. General Practical & Attendance

As indicated in Table-1, general practical work of 1 weight each in all semesters. The general practical includes computer based practical, study tour, and attendance. The computer based practical is included in I & II semesters and study tour in third semester. The weightage of these will be 3 each.

Out of the 3 credits for general practical (table 1), two credit is earmarked for attendance and one for practical. A minimum attendance of 70% is required for successful completion of Programme. The participants' attendance in the contact classes is weighed for the assessment as given in Table-3.

- (a) A study tour will be organized in the 3<sup>rd</sup> semester to places outside Kerala. The weight for the tour report is 3. Only those who have successfully completed the 1<sup>st</sup> and 2<sup>nd</sup> semesters are allowed to participate in the tour.

#### 10.3 Special Assessment

- (a) All participants will have to submit a project report based on research work in conducted their Panchayat. The participants are free to select the topic of research, in consultation with



the Mentor/Programme Director. The subject for the research work will be selected by the end of the first spell. The background reading and methodological ground work will start from the first onwards under the supervision and guidance of the Mentors. The credit for the project is 4.

- (b) On the basis of the action plans prepared at the end of each spell, the candidates have to undertake innovative projects and initiatives in their own Panchayat to ensure good governance or local economic development. The credit for such initiative is 6.

#### 11. Certificate

Certificate will be issued to the participants on successful completion of the Programme. A participant is declared successful when she/he scores a minimum of D grade. This minimum is required both for theory and practical. No re-exam will be conducted for those who have failed to obtain the minimum grade. The grading is given in Table-4.