

Capacity Building - Implementation Status

Activity	Progress achieved	Key Output/Outcome achieved
<p>Formal Institutional training by PMU</p>	<ul style="list-style-type: none"> • PMU successfully rolled out detailed orientation and technical training about the project. • Imparted two rounds of Refresher training on ESMF and Procurement procedures for the LSG functionaries (conducted 28 programmes). • Conducted training on Project orientation for the newly elected representatives (after 2015 election) • Conducted training for preparing DPRs for backward support projects 	<ul style="list-style-type: none"> •All GP and municipal functionaries, district coordinators/specialists of ESAs, district planning officers, plan clerks, accountants, block engineers and municipal engineers trained about project. •Out of 1038 LSGs, 1024 benefited from APA related training programmes (i.e. 98.95%). Out of a target of 2600, 2637 officials participated in the 14 training programmes, including 1027 Plan Clerks, 1,111 Overseers and 499 Assistant Engineers. • Created awareness among the LSG functionaries through Refresher training on ESMF & procurement procedures. •Newly elected representatives (2015) provided training on orientation of the project with special focus on ESMF, VGDF and Procurement procedures. •LSG functionaries (GP Presidents/Municipal Chairpersons, Secretaries & Engineers and NGO representatives) of backward support LSGs were trained and equipped for successfully preparing DPRs 360 representatives were trained.
<p>CBULB</p>	<ul style="list-style-type: none"> •Team exercises flexibility to adopt extension of CBULB (Capacity Building for Urban Local Bodies) programme, which was not part of project design, but given it is consistent with PDO and project design. As a result of the extension, project was able to clear accounts backlog in municipalities, prepare Bank reconciliation statements and 	<ul style="list-style-type: none"> • Accounting Staff in Municipalities were able to operate Accrual Based Double Entry Accounting System through Saankhya software. • ULB accounts staff was able to prepare Bank reconciliation statements and finalization of annual financial statements. • CBULB initiative contributed to change in attitude on use of computerized accounting among municipal cadre

	<p>finalization of Annual Financial Statements (AFSs) and provided handholding support to municipalities during the roll out of accrual based double entry accounting system through Saankhya software (software developed by Information Kerala Mission for accounting in LSGIs).</p>	
<p>KILA</p>	<ul style="list-style-type: none"> •KILA rolled out training on project and other functions of LSGs. KILA facilitated peer to peer training within state and across states. 	<ul style="list-style-type: none"> •In 2011, 2034 participants provided orientation training on project (included GP presidents, municipal chairpersons, and GP and municipal secretaries). •Greater awareness on Environment and Social Management Framework (ESMF), and procurement procedures. •Peer to Peer learning (Intra-State and Inter-State). For example, visits to Adaat GP benefiting participants from backward panchayats. Participants able to prepare action plans. •KILA has facilitated exposure visits to other states (e.g. Tamil Nadu, Karnataka) to learn about waste management, watershed-based development (in HD-Kote in Karnataka). •Training on Right to Information to tribal leaders raising awareness about Tribal Sub Plan (TSP). •KILA has provided training programmes to members of Grama/Ward Sabhas on powers and duties of Gram/Ward Sabhas. •Training programmes focusing on service delivery. •Training to selected GP helpdesk members with a view to strengthen the Helpdesk system (including trouble shooting and timely handling of FAQs). •KILA provided training on local public administration to

	<p>•Preparation of Administration Manuals - KILA prepared 11</p>	<p>newly elected representatives (GP presidents, vice presidents and members), standing committees (e.g. development, welfare), newly appointed GP secretaries, women elected representatives and youth, appointed lower division clerks and village extension officers (VEOs).</p> <ul style="list-style-type: none"> •Training focused on effective implementation of Mahathma Gandhi National Rural Employment Guarantee Scheme (MGNREGS) •Training on E-Governance platforms. Training on accrual based double entry accounting and Saankhya to improve financial management. KILA, in association with IKM and Department of Panchayats, conducted a package of trainings to enable LSGs to switch from single entry system of accounting. Participants included GP accountants, clerks, GP secretaries and performance audit teams (PAT). •Training on Finance Management for newly elected representatives (2015 election) – Finance Standing Committee members and Accountants in GPs & Municipalities. The contents of manuals on Budget, Gender Budget and Finance Management (Revenue) were incorporated in the course material. 4824 LSG functionaries were trained. •KILA has imparted training on Procurement manual for LSG functionaries (presidents & Secretaries). 1263 persons were trained. •As part of the modernization, KILA faculty have attained training in TQM-ISO 9001: 2008 at Bureau of Indian Standards [BIS], Noida. <p>•Out of 11 manuals prepared, 10 manuals, except Public Works Manual, were approved by the Government and are</p>
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	<p>Manuals viz i) Procurement, ii) Budget, iii) Asset Management, iv) Performance Audit, v) Grievance redressal, vi) Office management, vii) Gender Budgeting, viii) Public Reporting, ix) Finance Management (Revenue), x) Public Works and xi) Administration Manuals for transferred Institutions (for 8 transferred Institutions – a) Primary Health Centres, Homoeopathy Dispensaries, c) Ayurveda Dispensaries, d) Primary Schools, e) Anganwadis, f) Veterinary Hospitals, g) Matsya Bhavan and h) Krishi Bhavan).</p> <p>•Toolkits & Course materials – To facilitate training, KILA developed toolkits on 10 manuals except Office Management manual. Preparation of toolkit on Office Management manual is undergoing.</p> <p>•Training facility improvement</p> <ul style="list-style-type: none"> • KILA upgraded training facilities •Faculty skills enhanced and additional faculty recruited. 	<p>in operation.</p> <ul style="list-style-type: none"> •Manuals facilitate LSGI functionaries as reference material for daily routine. •Development of 10 manuals is a major achievement by the project by contributing to the capacity building of LSGIS. <p>Course materials and toolkits for 10 manuals developed and incorporated in the existing courses and delivered according to their ongoing training calendars. Contents of manuals on Budget, Gender Budget and Finance Management (Revenue) were incorporated in the course material 105 Trainers were trained for conducting training on Finance Management. 37 ToTs were trained for training on Procurement manual.</p>
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	<ul style="list-style-type: none"> •Faculty support provided on Accounting, Finance and Social Development •Automation of helpdesk/grievance Redressal system – KILA converted its existing Help Desk System on a manual process into a computerized system and each caller is assigned with a ticket and their query shall be answered concurrently. The existing system was totally revamped by upscaling into an online platform by installing a Help Desk Management software with Ticketing application, PRI Management application, and Feedback in a Client PC. 800 – 1100 callers per month are utilizing KILA’s Help Desk service. KILA also developed Digital Repository using D-space software which is an open source digital library. Literature on Local Governance, Government documents including Acts, Rules, Orders, Circulars etc., KILA’s publications including manuals, handbooks, training modules, journals, Power point presentations, FAQs are available on the digital repository (<i>dspace.kila.ac.in</i>) 	<ul style="list-style-type: none"> •As part of modernization, KILA upgraded training facilities, modernization helpdesk, faculty skills enhancement (attended international training programmes) and faculty recruited (Accounting, Finance and social development) •KILA’s existing Help Desk was automated with a Management software. •Ticketing application was introduced in the Help Desk System •800 – 1100 callers per month are benefitted with the present system •Introduce Digital Repository using D- space software. Literature on Local governance, KILA’s publications, Manuals, Training modules, Reports, Government Orders & Circulars and FAQs available in the Repository shall be referred on line.
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	<ul style="list-style-type: none"> •Study on Institutional Strengthening of KILA was completed and submitted final report. 	
SIRD	<ul style="list-style-type: none"> •SIRD upgraded training facilities •Faculty support provided on Natural Resource Management •Prepared Social Audit Manual and was approved by the Government. •Toolkit and course materials on Social audit was developed, Resource Persons identified and conducted ToT <p>•Study on Institutional Strengthening of SIRD was completed and submitted final report</p>	<ul style="list-style-type: none"> •SIRD upgraded training facilities •SIRD provided training on Water Shed Management with the support of Faculty for Natural Resource Management. •Developed Social Audit Manual. Toolkits and course materials on social audit manual was developed and carried out ToT. <p>•Developed Vision/ Road Map by reviewing and defining the role of SIRD in the context of improving service delivery of rural local bodies. 10 year strategic plan for SIRD along with its roles & responsibilities.</p>
IKM	<ul style="list-style-type: none"> • Rollout of Saankhya (accounting software) and other e-governance platforms. • Interface of Saankhya with Sulekha (planning and budgeting software) has been completed • IKM provides handholding support 	<ul style="list-style-type: none"> • Timely preparation of accounts budgets and plans. • Decentralized asset monitoring software (Sachithra) has been deployed in the LSGs, through which the asset related database has been incorporated. • Complete rollout of the birth, death and marriage software • IKM established a helpdesk system to allow free

	<p>through IT-Cum-Account specialists</p> <ul style="list-style-type: none"> • Legacy data entry ongoing through LSGs. • Project MIS data captured in Sulekha software by IKM—making the project MIS not projectized but part of the State performance monitoring programme for tracking usage of all resources to LSGs. 	<p>expression of views on the use of software applications.</p> <ul style="list-style-type: none"> • Nearly 70% of the revenue database relating to property tax has been recorded in Saankhya revenue module • Project data on finances, uses, service delivery, decisions by committees, population (ST/SC/BPL) all captured in the Sulekha software.
<p>Social Audit</p>	<ul style="list-style-type: none"> • As decided by the Government, Social Audit was rolled out by KLGSDP on a pilot basis. To fulfill the task, a State level Workshop was conducted during 29th – 31st August, 2016 to finalise the way forward to roll out social audit. It was proposed to carry out social audit in two Grama Panchayats in each District and in selected GPs in 3 wards each. Activities of MGNREGS and Anganwadies of the selected GPs were subjected to Social audit. In the pilot social audit, it was carried out through Village Social Auditors. 15 Village Social Auditors were selected from each GP. They were selected from families representing MGNREGS and Kudumbashree Neighbour Good groups with a minimum qualification of plus two. In order to equip the Village Social Auditors, hands on trainings were given. Besides, 	<ul style="list-style-type: none"> • State level Workshop on Social Audit was conducted to evolve a way forward for rolling out social audit. • Questionnaire for data collection on social audit was developed. • 405 Village Social Auditors were identified for social audit from 27 GPs • Conducted Orientation training for LSG functionaries from 27 GPs • Resource Persons were identified and trained for hand holding Village Social Auditors • 349 Village Social Auditors were trained for conducting Social audit. • Social audit was carried out successfully in 27 Grama Panchayats and report submitted. • A Workshop was conducted to disseminate social audit findings.

	<p>trainings were also imparted to Resource Persons selected by SIRD with a view to hand hold the Village Auditors. In order to orient the LSG functionaries (Presidents, Secretaries and Ward members), a training was also imparted. Conducted social audit in 27 Grama Panchayats and social audit report was submitted.</p>	
<p>Training Need Assessment (TNA)</p>	<ul style="list-style-type: none"> •KILA undertook a comprehensive training need assessment of the LSGIs in the State and a report was submitted. KILA reviewed the status of LSGIs and listed the existing capacity building approaches and process prevailing in the State. Stakeholder mapping was carried out, gaps and needs were assessed. Based on the findings a plan for Capacity building was proposed. 	<ul style="list-style-type: none"> • Training Need Assessment LSGs was carried out and a report was developed.
<p>State wide Capacity Building strategies for LSGIs</p>	<ul style="list-style-type: none"> • KILA developed a State wide Capacity Building strategy for LSGIs in the State. 	<ul style="list-style-type: none"> • State wide Capacity development strategy for Local Self Governance shall facilitate for better results in system development and Institutional training. The strategy put forwarded is a combination of training, orientation, hand holding, mentoring, learning by doing, experience sharing, peer learning and regular refresher training. It also recommended a link between training needs and training design.