



KERALA LOCAL GOVERNMENT SERVICE DELIVERY PROJECT (KLGSDP)

ACTION PLAN

(1st April 2014 to 31st March 2015)

TOTAL BUDGET Rs. 245.87 LAKHS (for 12 months)

05 May 2014

Decentralization Analysis Cell (DAC)
GULATI INSTITUTE OF FINANCE AND TAXATION

(An Autonomous Institution of Government of Kerala)

Kaimanam, Pappanamcode – P.O., Thiruvananthapuram – 18.

Ph: 0471- 2491335; Fax: 2491189, e-mail: dacgift@gmail.com

www.gift.kerala.res.in

1. BACKGROUND

The Local Self Government Department (LSGD) of Government of Kerala has been implementing, “Kerala Local Government Service Delivery Project” (KLGSDP), with the objective of “strengthening the institutional capacity of the local governments system in Kerala to deliver services and undertake basic administrative and governance functions effectively in a sustainable manner” with the support of the world bank. Direct beneficiaries of the project are the 978 GPs and 60 Municipalities in Kerala. The long term vision is that the systems introduced through this project must be made an integral part of the PRI’s fiscal framework with the support of state budget.

2. DECENTRALISATION ANALYSIS CELL (DAC)

Functions

Decentralisation Analysis Cell (DAC) envisaged under Component 3 of the project with the set objectives to: (a) collect, store, compile and report GP/Municipal level fiscal and service delivery data and (b) carry out policy advisory functions for the key clients including LSGD, Department of Finance, LGs, SFC, NGOs and other stake holders. Hence:

(i) The DAC has been engaging in setting up database of LSGs which encompasses basic information regarding LSGs and municipal profiles such as population, livelihood, employment, education, water and sanitation, employment, education, revenue, expenditures, physical assets and other vital statistics. DAC is also supposed to update the data, generate reports, undertake studies and impart policy suggestions for betterment of the LGs in regard to its fiscal, physical and service delivery performance

(ii) The DAC will have to carry out policy advisory functions for improvement of the fiscal and service delivery functions of LGs. It is presumed to take up independent analysis of performance of the intergovernmental and intra-governmental fiscal relations and service delivery systems and provide policy advice to GoK and the State Finance Commission (SFC) on fiscal and other key institutional issues such as property taxation, borrowing, intergovernmental transfers etc.). The DAC is expected to prepare annual fiscal report.

(iii) *LSG Service Delivery Survey.* As part of the KLGSD Project surveys have to be conducted to assess the trends on LSG service delivery performance and citizen’s satisfaction in the state. The survey will examine delivery trends statewide in sectors where LSGs and municipalities have responsibility, explore usage of basic services as well as awareness on LGs on planning and budget processes. The DAC will produce reports of its findings in the surveys, and will disseminate through the media and web.

3. Role of GIFT in DAC project

The Local Self Government Department of Government of Kerala entrusted GIFT to execute and implement the activities of DAC as described in Component 3 of the Project Appraisal Document (PAD) and the Project Implementation Manual (PIM). Accordingly, DAC is housed at GIFT as per the terms of Government order vide G.O(Ms)No.2/2011/LSGD dated 01.01.2011. As part of the implementation of the KLGSDP, Project Management Unit (PMU) of KLGSDP and Gulati Institute of Finance and Taxation (GIFT) has signed a Memorandum of Understanding (MOU) on 1st June 2011. According to the terms of the MoU, DAC is under the overall governance structure and the administrative control of GIFT. However, a Steering Committee headed by LSGD comprising of Finance Department, GIFT, PMU and DAC (Director) will provide overall strategic oversight for the DAC and will approve its annual work plan. The DAC will submit its annual work plan to the PMU (Project Management Unit) which will report to the LGSD on DAC activities.

Whereas the Governing Body of GIFT held on 10.04.2012 had accorded sanction for providing necessary infrastructure at GIFT for accommodating the Decentralization Analysis Cell (DAC) utilizing the fund received for this purpose from PMU from time to time. The Governing Body of GIFT also authorized the Director, GIFT to carry out the activities of DAC as per the approved Action Plan of the project including recruitment of staff required for the project in association with the Project Management Unit (PMU).

Being a National Institute in the field of Public Finance and Taxation, GIFT over the period has attained adequate strength and expertise in the field of Research, Training, Consultancy and Publication with proven track record in the respective areas. GIFT has a pool of experts from sectors such as Public Finance and Taxation apart from its own core Faculty in Multi-disciplinary areas.

4. STAFFING PATTERN OF DAC.

4. (i) Earlier Position

DAC was in need of professional and administrative staff for its management, consolidation of knowledge, referral support and other knowledge services. According to the terms of original project design, its staffing would comprise a full time Director, a Deputy-Director (Data) and Deputy-Director (Policy Advisor), Computer Programmer, Service Delivery Specialist, Financial Management/Procurement Specialist, Administrative Assistant, Research Analyst, and two Data Analysts. On behalf of DAC, the PMU had recruited the required staff for DAC. Out of the 9 manpower positions recruited by PMU vide G.O(Rt).No. 1528/12/LSGD dated 02.06.2012, G.O(Rt)No. 1638/12/LSGD/dated 16.06.2012, and G.O.(Rt)No.912/2012/TD dated 30.11.2012 only 7 persons joined in their respective posts. The post of Service Delivery Specialist and Administrative Assistant were vacant from the very beginning.

4. (ii) Present Position

On completion of one year service of the Deputy Director (Data), the Deputy Director (Policy Advisor), the Research Analyst and the Data Analyst were terminated as their service had not been satisfactory. The Procurement Specialist had resigned from job w.e.f.01.05.2014. Now altogether, out of the nine sanctioned posts, Seven (7) posts remain vacant and only two persons remain to carry out the DAC functions. The Vacant positions are already notified for filling with some modifications in the nomenclature and ToR based on the past experience. The post of two Deputy Directors were re-designated as Chief (data & accounting practices) and Chief (research programs), the Service Delivery Specialist is also re-designated as `Research Associate` and the Research Analyst is re-designated as Research Assistant. At present, 12 posts are identified at DAC including Director and the two staff available on the basis of the work plan. Out of which 7 posts were already advertised for filling and in the post of the Chief (data & accounting practices), Dr Thomas Thoomkuzhy, Associate Professor, GIFT was appointed on deputation basis in compliance with the Mid-term Review decisions. The post of Chief (research programs) will be advertised after obtaining permission from PMU. Two Senior Consultants were appointed at DAC to bring out two study reports as required by the Mission w.e.f 17th Feb 2014. Altogether, it comes to 14 manpower positions at DAC during the year 2014-15 besides the temporary staff such as Attender-cum-Peon, Data Entry Operators, Field Survey Staff etc will be appointed on contract/daily wage basis as and when required for the proper functioning of DAC for which necessary provision has been made in the Annual Action Plan of DAC for the year 2014-15.

5. Mid-Term Review –Changes brought out in the functioning of the DAC

In Mid-term Review, detailed discussion was held about the issues and steps to be taken to put on right track to achieve the set goals of the DAC. The bottlenecks were identified and suggestions were brought forth to make the DAC fully functional and get the best result on time. It was highlighted in the review meeting that the basic idea of placing the DAC at GIFT was to institutionalize and retain the cell as part of GIFT by enabling it to supply policy inputs for the strengthening of democratic decentralization. The outcome of the mid-term review meeting was that a new road map has been put forth to strengthen the functioning the DAC with the whole hearted co-operation and support of all the GIFT community. The decision taken by the World Bank Mission on the basis of the Mid-term Review meeting of DAC held on 03.02.2014 at PMU with regard to the scope of institutionalization of DAC at GIFT with the faculty support of GIFT is well appreciated in the faculty meeting held at GIFT on 09.04.25014. After a lengthy discussion on various aspects of the action plan as per Aid Memoire of Mid-Term Review, the GIFT faculty meeting arrived at the following decisions:

6. Institutionalisation of DAC at GIFT

The DAC is to be able to deliver periodical policy briefs based on rigorous analysis of the data base and produce discussion papers and policy inputs for amplification of the decentralization process. Once it is proved its presence in the field, the cell can be

retained and made part of GIFT as a permanent set up. Such integration is envisioned in the long run for the realization of the set objectives of formulation of the DAC. But this process has failed to take off owing to the ambiguities existing in the past regarding the role of GIFT faculty in DAC's functioning and its remuneration. These confusions were now resolved and the path for better integration was opened in the meeting by the World Bank Officials. As part of the Institutionalization process of the DAC within GIFT, the following decisions were taken and carried out :

6 (i) Director, DAC

As decided in the mid-term review meeting, the GIFT Director will continue to serve as DAC Director.

6 (ii) Vacant positions at DAC:

The decisions of the midterm review of the project by the World Bank, PMU, DAC and GIFT was got communicated to GIFT/DAC only in the April 2014 through the Aid Memoire of Mid-Term Review. By that time the Model Code of conduct of the Parliament Election came into force. So the vacant positions in the DAC could not be filled as envisaged in the action plan of Mid-term-review. Hence GIFT sought the permission of the Election Commission to advertise the vacant posts through the public media. The same was received in the last week of April 2014 and at once the vacant positions were advertised in the leading dailies. The last date stipulated for receiving applications is 20.05.2014. It is hoped that the formalities of filling up of the vacancies in the DAC could be completed in every respect before 15.06.2014. The re-designated post of Chief Officer (Research) in the place Deputy Director (Policy Advisor) will be advertised immediately on obtaining permission from PMU.

6 (iii) Appointment of Consultants:

In order to bring out two major studies in six months time, two senior consultants were appointed as per the approved ToR. They are Prof. M.A. Oommen to study the Revenue and Expenditure analysis of LSGs in Kerala and Prof. K. Pushpangadan to conduct study the Service Delivery status of LSGs in Kerala. Their works are in full swing. The Director GIFT/DAC has been offering full support including arrangements, and accompaniment to the field surveys for the timely completion of their work.

6. (iv) Faculty Support from GIFT on deputation arrangements

Though it was suggested in the Mid-term Review by World Bank Mission, right now it was not possible to depute two faculty members of GIFT to work at DAC on full-time basis due to the on- going committed research studies which are also completed in a time bound fashion. Therefore, it was decided to depute one faculty member of GIFT, viz., Dr. Thomas Joseph Thoomkuzhy, who has been functioning as the Nodal Officer to work at DAC on full-time basis w.e.f. 01.04.2014 on working arrangement/ deputation basis, subject to the approval/ ratification of the Governing Body of GIFT as well as the approval of the administrative Dept of Govt. of Kerala, ie the Taxes Dept. Further deputation from GIFT will be decided later, if the circumstances warranted for such deputation.

6. Internal Mechanism for finalizing the Research Proposals:

An expert Committee with the following members is constituted for vetting and finalizing the Research Proposals of DAC in addition to the views and suggestions of the Faculty Committee of GIFT: viz. (i) Principal Secretary, LSGD, GOK, (i) Prof. M.A. Oommen (Chairman) and currently Hon. Director, KMM Centre for Budget Studies, CUSAT, Kochi, (ii) Prof Maria Saleth, Director, Madras Institute of Development Studies, Chennai (iii) Prof.K. Pushpangadan, formerly Professor Centre for Development Studies and currently member Expenditure Committee, GOK; (iv) The Director, PMU or his/her nominee and (v) Dr Jose Jacob, Director, GIFT/DAC. The team leader of each research project shall present the proposal before the DAC team members and the faculty members of GIFT for their comments and views. The research proposals will be modified incorporating the suggestions. Subsequently the proposals will be presented before the research proposal vetting committee. The proposals vetted by the committee alone will be sanctioned. In order to ensure the timely completion each project, quarterly report, midterm report and pre-final draft report will be insisted. The pre-final draft report will be presented in a workshop ensuring participation of experts and suggestions emerged in the workshop will be insisted to be incorporated in the final report.

7. Action Plan of DAC for the year 2014-15

On the basis of the Aid Memoire of the Mid-term Review meeting, the Action Plan for 2014-15 incorporating activities such as (i) studies identified by the World Bank Mission, (ii) independent studies undertaken by GIFT (iii) pilot studies proposed by GIFT, (iv) measures for filling up the vacant positions at DAC and (v) studies identified for out sourcing etc., are prepared and submitted to the PMU (**Please refer appendix**). The budgeted amount required for the completion of the above identified studies would be worked out within the sanctioned limits as per the Project Implementation Manual (PIM) and incorporated in the Action Plan of DAC for the year 2014-15. **The total budget as per the Action Plan 2014-15 is Rs. 245.87 lakh under the following approved budgetary heads : (for detailed working - Refer Annexure).**

(i)	Remuneration – DAC	- Rs. 70.97 lakhs
(ii)	Administrative Expenses	- Rs. 23.23 lakhs
(iii)	Research projects	- Rs. 96.05 lakhs
(iv)	Data collection & Analysis	- Rs. 48.01 lakhs &
(v)	Training & Workshops	- <u>Rs. 7.61 lakhs</u>
	TOTAL	- Rs. 245.87 lakhs

=====

DIRECTOR

Action Plan (DAC) 2014-15

Proposed research projects during 2014-15

A. Research projects identified by the Project Mission

As per the terms of the Mid-term Review Report of the World Bank Mission (Refer para 27, P6 of the Minutes), the following Research Studies are to be completed by DAC within the given time- line :

(i) Preparation of the 1st fiscal report on local governments (Revenue and Expenditure Analysis of LSGs in Kerala) (time limit - 6 month from the date of award of the project). This study has already been entrusted to Prof. M.A. Oommen, formerly Chairman, 4th State Finance Commission. It is going in full swing and will be completed in the set time limit. It will focus on the analysis of the income and expenditure pattern of the LSGs in Kerala and its sustainability. It was a core activity envisioned under component three for enhancing monitoring of local government fiscal systems by the State. The study will review and discuss the LG budgeting, planning and expenditure management process. It will briefly overview of the extent of decentralization in terms of funds, functions and functionaries as against the devolution index of other States. The manpower and other logistic support of this project will be provided from DAC. The total cost budgeted for this study is Rs 5 Lakh including the Consultant Honorarium of Rs 3.50 lakh)

(ii) Creation of fiscal data base of LGs and uploading on web site. (To be completed by June 2014). This work has already been initiated by DAC and Dr.Thomas Joseph, the Nodal Officer of DAC has been given the responsibility to take the lead role for the timely completion of the project. Initially the website will be set off using the census data of 2001 and 2011. As more information becomes available through various projects and other surveys, relevant LG level data can be added to the website.

(iii) Capacity building and performance grants assessments of LSGs. (To be completed within 9 months). This study will be taken up immediately on filling the vacant positions at DAC.

(iv) LSGs Service Delivery Baseline Survey – Analysis of Service Delivery Status of LSGs in Kerala. (To be completed within 6 months from the date of award of the project). This study has already been entrusted to Prof. Pushpangadan, formerly Professor of Centre for Development Studies and currently member of Expenditure Committee, GOK.

This Study will focus on an analysis of service delivery status of LSGs in Kerala. This is a core activity supported under component - 3 for enhancing monitoring of local government service delivery systems by the State. The study will review and document

service delivery capacity and benchmark standards of LGs (as set in GOK and GOI guidelines) and assess the performance of LSGs against these benchmarks. The study will also analyze the capacity of LSGs to manage the basic public services required by citizens (city residents and business people) through the process of prioritization and use of resources (central, state, and own-sources) and expenditure execution of investments, procurement capacity, and the ability to sustain services through meeting operations and maintenance obligations. (The manpower and the office Support of this project will be provided from DAC. The total cost budgeted for this study is Rs. 5 Lakh including the Consultant Honorarium of Rs 3.50 lakh)

Studies proposed to be undertaken by DAC (2 studies)

(v) Analysis of the expenditure on core functions of LGs will be carried out to identify the major issues involved in the sector.

The expenditure of GPs and Municipalities falls under four major heads: welfare activities, development, core functions and other items. It appears that the share of expenditure on core functions is abysmally low. The cost of this study will be met out of the funds under Data collection & Data Analysis. This study will be completed by Feb 2015.

(vi) Study on the extend of participation of the excluded sections of people indecision making process of selection of schemes for inclusion in local governance.

The Fourth State Finance Commission (FSFC) identified 74 GPs as vulnerable in terms of the deprivation index calling for special attention. FSFC awarded special funds to these GPs. It is important to analyze the state of participation of the excluded sections of population in the process of selection of projects and schemes of inclusive development by local governing institutions. The cost of this study will be met out of the DAC Funds under Data collection & Data Analysis. This study is expected to be completed by March, 2015.

B. Research Studies entrusted to GIFT

As decided in the Mid-term Review, GIFT faculty would undertakes four independent Research Projects in 2014-15 and another four projects in 2015-16 that contribute directly to the studies envisaged under the project component 3. The following are the titles of the study proposals put forward by GIFT faculty. The gist of the study proposals is given below:

(i) A study on palliative care initiatives of Local Self Governments in Kerala (By Dr N. Ramalingam and Dr C.S.Venkitswaran, Dept. of Commerce & Management)

The state of Kerala has made very significant strides in the area of decentralization, which is reflected in the fiscal as well as political domains. The real test of decentralization lies in how far it has been able to cater to the needs of the marginalized and the excluded sections and to ensure their right to decent life. Considering the higher prevalence of the Non-Communicable Diseases including cancer in Kerala, the significant number of people with HIV/AIDS, the increase in the percentage of the elderly population, and the associated conditions the demand for palliative care services is constantly on the rise.

The three tier governance system in Kerala gives good opportunity for the LGs to facilitate the development of pain and palliative care services through the existing network of institutions in co-ordination with CBOs and the community in general. The active involvement of different players in delivering meaningful care to those in pain in the State encouraged Kerala Government to spell out a Pain and Palliative Care Policy in 2008. In 2009 National Rural Health Mission (NRHM) initiated a project in palliative care with the aim of facilitating a public health model in palliative care in Kerala. Following the NRHM initiative the Local Self Government Department of the State came up with the exclusive circular on Palliative Care encouraging the local government with necessary technical support to run palliative care projects.

This Study mainly focuses on the role of Panchayats and Municipalities in Kerala in the area of palliative care. The objectives proposed in the study can be broadly classified into four i.e., Finance, Governance, Human Resources and Target Group of the palliative care initiatives of Local Governments. The expected outcome of the proposed study is to give necessary inputs to revisit present policy framework, fine tune implementation strategies and to garner relevant data for the Fifth State Finance Commission, with a view to strengthening the role of LGs in palliative care in Kerala and to highlight leading practices and replicable models in palliative care for other states/agencies. The proposed budget is Rs. 32 lakhs.

(viii) Study on issues of fiscal data reliability of Local Governments

(By Dr Thomas Joseph, Dr N. Ramalingam and Dr C.S.Venkitswaran, Dept. of Commerce & Management)

The creation of Fiscal Database of GP`S and Municipalities is one of the main constituent of component-3 of Service Delivery Project assigned to DAC. The main intention of the creation of such a data base is to ensure the supply/ flow of continuous, reliable, consistent and valid data for all the stakeholders of GP`s and Municipalities in Kerala. As part of this study, it is proposed to impart training on Saankhya Accounting Software to the persons working in the Accounts dept of the GP`s which will ensure error free maintenance of Books of Accounts and generation of reliable AFS in future. It is hoped that through this exercise, it will be

possible to narrow down the reliability problems in the AFS data .The findings of the study is expected to throw light to the reasons for the mis-match, mis-classification, omissions, duplications etc., of the data procured from different sources and will ensure the correctness of AFS data through proper training and other interventions at the local government level. This exercise will enable provision of reliable, fine -tuned and validated fiscal data to all the stake-holders. The proposed period of study is 12 months. Preliminary report of the study will be submitted after three months, midterm report after six months and draft final report after 10 months and the final report. The draft final report will be presented in a workshop of experts and other stake holders. The final report will be submitted after incorporating the suggestions emerged in the workshop. The cost of this study will be met out of the fund allocation under data collection & data Analysis.

**(ix) Inter - Grama Panchayat Differences in the level of Taxation:
An Exploratory Study**

(Dr Jose Sebastian, Shyama Nair and Smt. Anithakumary)

The Study proposed to examine whether there exists any nexus between the delivery of public services and higher levels of tax compliance. With the help of a survey in selected panchayats opinion about the adequacy, timeliness and quality of public services delivered by the panchayats can be gathered. The selection of sample panchayats and the number of households to be covered in the survey shall be decided after analyzing the data on own tax revenue of panchayats. The findings of the study will have important implications for policy formulation from the point of view of local level resource mobilization. The tax compliance environment of local bodies is fundamentally different from that of higher tiers of government. At the local level, the role of tax administrators and tax payers should be redefined as 'service providers' and 'clients'. There is need to adopt a different strategy to promote voluntary tax compliance under these circumstances. The proposed study will provide inputs for devising appropriate interventions. The period of study will be 12 months. Three Reports will be submitted as part of the study. Preliminary Report of the study will be submitted after three months of the commencement of the study. Mid Term Report will be submitted at the end of sixth month and draft final report will be submitted before 45 days of the stipulated period of study. Final Report will be submitted after incorporating the suggestions of drat report. The estimated cost of the study is Rs.32 lakh.

**(x) Promotion of Small Scale Industries by the District Panchayats under the
Kerala Panchayat Raj Act, 1994 - A Critical Analysis**

(Dr. K. Gopa Kumar, Smt. Jenny Thekkekara and Shri. M.L. Paul)

The DPs can contribute significantly to the industrial growth of the state especially in SSI sectors and they are statutorily also liable to do so. However, it appears that there are various problems restricting the DPs from taking a proactive role in this area. Discussions with some District Panchayat Secretaries, General Managers of District Industries Centers and officers of the Directorate of Industries have

highlighted many organizational, administrative and procedural issues adversely affecting the operational efficiencies of the DPs in promoting SSIs in the respective Panchayat areas. Unless these problems are addressed properly and remedial actions are initiated, the industrial growth in the Small Scale Sectors of the state through the DPs will not be worthwhile. It is proposed to conduct an empirical study regarding the performances of the DP in the SSI sector and the operational efficiency of the SSIs in the selected DPs. The study about the performances of the DPs in the SSI sector will be focusing on the activities undertaken by the DPs under the head of 'Small Scale Industries' in the Fifth Schedule to the Panchayat Raj Act, 1994. Sector wise performance of the DPs will be evaluated and the major issues faced by the DPs in these areas will be highlighted. Duration of the project will be one year from the date of sanctioning the project. Status reports specifying the activities will be submitted quarterly and the final report will be furnished at the end of the twelfth month. Before submitting the Final Report, seminar will be conducted by involving sector specific experts, government officials and the stakeholders on the findings of the study. The proposed budgeted of this Study is Rs 32 lakh.

(xi) Effectiveness of Plan Expenditure of LSGIs in Kerala: A Case Study of Grama Panchayats on Productive Sector Activities

(Dr Jose Jacob, Director, GIFT and Dr V.Nagarajan Naidu, Associate Professor, Department of Economics, University College, Thiruvananthapuram).

The important components of efficiency of fiscal decentralization are: (1) the quantum of utilisation of allotted funds, (2) the time spread of expenditure over the year and (3) attaining the targeted output and outcome of the actual amount spent for various purposes. The first and second components represent the expenditure performance analysis. The third aspect evaluates the realisation of the outcome from the target. Among these, the third aspect of the evaluation of the outcome is the least attempted in the context of Kerala. The hypothesis is that large number of LGs does not fully utilize plan funds which they receive. In addition to under utilization of general plan funds, SCP and TSP fund utilization by LGs are not properly guided for attaining the best development requirements of the State. Among the various activities, agriculture and allied sectors accounts for only around 10 percent of total plan fund utilization. The lower share development expenditure towards productive activities is a serious concern and corrective steps seem to be a must in future.

In this context, it is highly relevant to conduct a study to evaluate and identify factors that influence the effective utilization of plan funds at LSGI level in Kerala. A representative sample of Grama Panchayats will be selected for detailed analysis. The study will encompass evaluation of the pattern of plan expenditure, the temporal distribution of plan expenditure over the financial year, expenditure performance, output and outcome of productive sector expenditure, the constraints for effective plan expenditure from the side of implementing authority and beneficiaries and policy suggestions to improve the effectiveness of plan expenditure at local government level in Kerala, The planned budget of the study is Rs. 4,05,000 (four lakh and five thousand only).

C. Pilot Research Studies identified by the DAC

It was also decided to conduct certain base-line / Pilot studies with an intention to provide field level inputs to the major studies undertaken by GIFT/DAC. The following are the Baseline/ pilot studies undertaken with a time line to complete such studies within the next 6 months:

- (xii) Development of LSG profile from the Dataset procured from Census for the years 2001 and 2011
- (xiii) Integration of results of Service Delivery Baseline Survey and Fiscal Performance of LSG on selected Services using IKM-Saankhya and SFC data
- (xiv) Role of Panchayati Raj system in the empowerment of women in Kerala
- (xv) Role of LGs in the improvement of health profile of Kerala
- (xvi) Role of LGs in the environmental upgradation of Kerala

The cost of these studies will be met out of the DAC Fund allocation under Data collection & Data Analysis

D. Outsourcing of Research Projects:

It was decided to outsource the following research projects to Research Institutions or individuals with clear indication of project cost, time-frame, ToR etc:

- (i) Analysis of Expenditure on core functions of LGs using IKM and SFC data
- (ii) Evaluation of the Role of Kudumbasree and other SHGs in the project Implementation of LGs in Kerala
- (iii) Effectiveness of Waste Disposal and Hygiene Practices in LGs in Kerala
- (iv) Performance Evaluation of Centrally Sponsored programmes of LG in Kerala

The cost of these studies will be met out of the DAC Fund allocation under Data collection & Data Analysis

II. OTHER ACTIVITIES

1. DAC Website

Launching of dedicated DAC website and populate the web-site with available fiscal data is one of the mandates of DAC. Initially the website will be populated using the census data of 2001 and 2011. As more information becomes available through various channels and other surveys, the same will be added to the website. **(June 2014).**

- 2. Training of DAC staff:** It was decided in the midterm review meeting that subject to the availability of budgeted / sanctioned funds under this head, the

staff of DAC may be given adequate and fitting training within Kerala or outside Kerala or outside India subject to the prior approval of World Bank/PMU. The area of training and the nomination of trainees may be finalized by the Director, DAC with due intimation to PMU to facilitate prior approval of World Bank Officials.

3. Workshop & Seminars

3(i) Workshop to finalise the pilot Studies

It was decided to conduct a workshop-cum-interactive session with the experts in the respective/relevant field to finalise the above pilot studies proposed by GIFT/DAC during the last Week of May 2014. The expenditure for conducting such workshops will be met out of the funds earmarked under the head Training.

3(ii) Workshop for calling Research Proposals. It is also important to organize workshops to sensitize the researchers about the availability of fields of study available with DAC and invite their initiatives in the form of research proposals, impart training for developing research proposal, formulation of methodology, training in data collection and analysis etc.

3(iii) Workshop to finalize the Studies entrusted to the Consultants

In order to bring out two major studies by August 2014, DAC appointed two Senior Consultants, Viz.(a) **Prof. M.A. Oommen** and (b) **Prof. Pushpangadan**. Prof. Oommen's study focuses on the analysis of the income and expenditure pattern of the LGs in Kerala and its sustainability. Prof. Pushpangadan's Study spotlights on service delivery status of LGs in Kerala. The above two Study Reports will be presented and discussed at a National workshop with key experts/ officials on Decentralization/ local finances (**July 2014**).

3(iv) Periodical Workshops

Apart from above workshops, periodical workshops will be arranged for dissemination of the outcome of all identified studies enlisted in this Action Plan as and when the study reports are ready for such dissemination.

4. Procurement formalities: The pending procurement of DAC will be finalized during the year 2014-15 as per the original Procurement Plan of DAC, for which adequate funds may be made available from the provisions of un-utilized funds during the last 2 years.

DIRECTOR

(8) STATEMENT OF APPROVED BUDGETARY COST ALLOCATION FOR DAC FOR THE YEAR 2014-15

STATEMENT – A- REMMUNERATION OF DAC (CONSULTANCY FEE) – 2014-15

SL. NO.	DAC PERSONNEL (With No. of posts)	THE MODE OF APPOINTMENT	MONTHLY SALARY (Rs.)	YEARLY SALARY ALLOCATION (Rs.)	CALCULATION
1	Director- 1 Post	Director of GIFT will be the Director of DAC	125000	600000 (40%)	Rs.125000 x 12 x 1 x40%
2	Nodal Officer- I Post	Associate professor of GIFT on full-time basis under deputation/working arrangements	110000	1320000	Rs. 110000 x 12 x 1
3	Research Officers- 2 Posts	Recruitment to be made through open advertisement/ (direct/ deputation)	50000	1200000	Rs.50000 x 12 x 2
4	Administrative Officer/ Procurement Specialist - 1 Post	Post already advertised for Recruitment	35000	420000	Rs.35000 x 12 x 1
5	Service Delivery Specialist/Research Associate- 3 Posts	Post already advertised for Recruitment	35000	1260000	Rs.35000 x 12 x 3
6	Computer Programmer- 1 Post	Continuing Staff (Salary with increment due)	38588	463056	Rs.38588 x 12 x 1
7	Research Analyst/Research Assistants-2 Posts	Post already advertised for Recruitment	30000	720000	Rs.30000 x 12 x 2
8	Data Analyst –I Post	Continuing Staff (Salary with increment due)	27563	330756	Rs.27563 x 12x 1
9	Administrative Assistant -1 post	Post already advertised for Recruitment	20000	240000	Rs.20000 x 12 x 1
10	Attender-cum-peon-1 post Data Entry Operator-I post	Daily Wage basis @ Rs 350/day-average 26 days /month		218400	Rs. 350x26x 12 x 2
11	Provision for Contingency/ Specialized services (Balance fund available as per page 43 & 44 of PIM.)	Recruitment as per future requirements of the project		334988	Field Survey Staff, Data Entry operators,
		TOTAL		7097200	

Statement.A explains the detailed budget allocation for DAC personnel appropriated under remuneration/consultancyfee-2014-15

Statement. B explains the total budget for DAC calculated as per the sanctioned Budgetary allocation mentioned in the PIM (Annexures) page Nos : 43 & 44

ANNUAL WORKPLAN OF DAC FOR THE YEAR 2014-15 WITH COST ALLOCATIONS

Item	Head of Expenditure	Annual cost for 12 months		Activity during 12 months (April 2012- March 2013)												
		Cost in USD	Cost in INR (Rs44 per USD)	A	M	J	J	A	S	O	N	D	J	F	M	
1	Remuneration (DAC)															
	Consultant Service (Refer Statement A for details)	161300	7097200	Throughout the year – refer Appendix												
2	Office equipments	NIL	NIL													
	Computer-Desktops and laptops with accessories															
	Xerox / Duplex printers															
	Scanners/Multi functional printers															
	LCD Projectors															
	Computer & Office furniture															
	Internet facility			Throughout the year – refer Appendix												

3	Administrative Expenditure	52800	2323200	Throughout the year – refer Appendix											
	Supporting staff - Administrative/Office Assistants/Data Entry/ DTP Operators														
	Administrative Overhead expenses														
	Office and general expenses														
4	Research Project	218300	9605200	Throughout the year – refer Appendix											
	Supporting staff - Research Assistants														
	Consultant services					Throughout the year – refer Appendix									
	Workshops and seminars							Throughout the year – refer Appendix							
5	Data collection & Data analysis	109100	4800400	Throughout the year – refer Appendix											
6	Miscellaneous training activities	17300	761200	Throughout the year – refer Appendix											
	Training Need Assessment studies														
	Teaching and learning equipments														
	Food and accommodation of trainees														
	Training materials/manuals														
	Training honorarium														
	Training visits and Travel costs														
	TOTAL	558800	24587200												

DIRECTOR, GIFT