

## **Chapter- 4**

### **Job Description and Responsibilities of Key Personnel of KILA**

#### **4.1. Director-General**

##### **4.1.1. Leadership Responsibilities**

- Lead the Institute team with the mission, vision, and values of the organization
- Take the initiative to convene the meeting of the General Council and the Executive Committee in consultation with the chairpersons concerned.
- Prepare the draft agenda note for the General Council and Executive Committee meetings.
- Develop the strategic plan for the growth and development of the Institute
- Identify and develop the potential resources needed for achieving the status of the Institute as a national and international centre of excellence.
- Co-ordinate the functions of all centres which come under the administrative control of KILA.
- Provide leadership in developing organizational and financial plans with the support of the General Council and Executive Committee
- Implement the decisions of the General Council and Executive Committee and carry out the plans and policies authorized by the GC and EC.
- Co-ordinate the different wings of the Local Government Department and formulate policies supportive to decentralization and local governance.
- Identify, assess and inform the Local Self -Government Department and the Government of the practical issues and operational problems of local governments and give facilitative support to resolve these problems.
- Build and maintain a relationship with policymakers and other key stakeholders of local governments, including leaders of community level organizations and non-governmental organizations.
- Provide facilitative support to the Government of Kerala for taking policy decisions supportive to strengthen democratic decentralization and local governance in Kerala.
- Take initiative for signing MoU with national and international institutes/organizations for collaboration and partnership in conducting training programs, studies, and research
- Publicize the activities and programs of the Institute and strengthen its trust and support among the key stakeholders and the general public.

##### **4.1.2. Capacity Building and Training Responsibilities**

- Disseminate the policy priorities of the Government of Kerala on democratic decentralization and local governance through capacity building and training programs.

- Provide facilitative leadership and co-ordinate the development of the capacity building and training policy of the Institute.
- Provide facilitative leadership and co-ordinate the development of an annual training plan and training calendar for the Institute
- Provide facilitative support to prepare new capacity building and training projects and research proposals
- Provide facilitative support to identify experts and potential trainers to design training programs and to develop training modules.
- Provide facilitative support to the delivery of excellent training and oversee the training activities of the KILA headquarters and various centres.
- Co-ordinate the capacity building and training institutes of other Line departments closely associated with local governments and facilitate decentralized local development and governance.
- Provide leadership to prepare and submit capacity building and training proposals and projects to the Government of India and other national and international organizations.
- Provide facilitative support to conduct training needs assessment of various functionaries of local governments, design useful training programs, identify potential trainers, implementation of training programs, and evaluating learning effectiveness and impact assessment of training programs.
- Establish good relations with other national and international capacity building and training institutions and provide opportunities for experiential learning and knowledge sharing.
- Provide facilitative support to organize national and international level training and study visit programs, conferences, and workshops in the area of democratic decentralization and participatory planning.
- Provide leadership to document innovative practices of local governments and disseminate these local-level innovations through conducting experiential training programs.
- Ensure the quality of different publications of the Institute including, handbooks, training modules, workshop/seminar proceedings, documentation reports, etc., and make them gender friendly.

#### **4.1.3. Administrative Responsibilities**

- Oversee the work of the faculty members and administration and ensure that responsibilities are delivered dynamically, systematically, and effectively.
- Prepare detailed responsibility map and work chart for the faculty members, administrative staff, and maintenance staff and oversee their functions and responsibilities in a time-bound manner.

- Conduct staff meeting periodically and hear the grievances and complaints of the staff members and resolve them to the possible extent.
- Oversee the functioning of different internal committees and ensure that these committees are delivering the assigned functions and responsibilities.
- Fix the timelines for carrying out different tasks of the Institute and facilitate them to manage the work within those deadlines.
- Oversee the maintenance of official records and documents of the Institute
- Ensure compliance with the rules and regulations of the state governments in procurement, public works, and contract with external organizations.
- Ensure discipline and punctuality of the staff and if needed take punitive action against staff members.
- Provide facilitative support to recruit, select and fill the vacancies of the Institute and place staff that have the right academic, administrative and technical abilities in various posts.
- Oversee the implementation of the human resource policies and procedures including the job description of staff members.
- Establish a positive and healthy working environment following the mission, vision, and values of the Institute.
- Provide initiative for strengthening the infrastructure facilities of the Institute including, ICT infrastructure and facilities.
- Maintain good rapport with the key policymakers of the LSGD and heads of different wings of the LSGD and bring their attention to different operational level issues of local governments and facilitate to resolve these issues from time to time.

#### **4.1. 4. Financial Responsibilities**

- Give facilitative support and leadership to prepare the annual budget of the Institute and place it before the Executive Committee and General Council for approval.
- Overseeing the expenditure of the Institute in line with the budgetary allocations and guidelines.
- Ensure to maintain sound financial practices in accounting and auditing in the Institute.
- Provide leadership for preparing and submitting funding proposals to various government and non-government agencies for raising funds and additional financial resources for the development of the Institute.
- Extend financial support and other facilitative support to various Local Government Associations for greater policy advocacy on democratic decentralization.

- Provide initiative to discuss with auditing personnel on the rationale of fund utilization and clarify the audit objections raised by the audit personnel.
- Take timely action on the suggestions and recommendations included in the audit report and ensure economic and efficient utilization of public resources with greater result orientation.

## **4.2. Directors of other Centres of KILA**

### **4.2.1. Administrative Responsibilities**

- Administration and management of the efficient and effective functioning of the centre in tune with the mission, vision, and values of KILA.
- Plan and implement the development activities of the centre in consultation with and direction of the Director-General.
- Oversee the upkeep and maintenance of the infrastructure facilities of the centre.
- Prepare and issue the office order on the duties and responsibilities of the staff members working in the centre.
- Maintain discipline and punctuality of the staff members working in the centre.
- Prepare the plan and budget proposals for the development of the centre in consultation with the Director-General.
- Report the vacancies and superannuation of the staff members of the centre and take facilitative leadership to fill the vacancies in time.
- Represent the Director-General to various meetings/ workshops/ conferences convened by the GoK or other government or non-governmental agencies.
- Maintain continuous communication with the KILA headquarters administration and ensure the effective functioning of the centre.
- Maintain the service register of the staff members of the centre and update the same as when needed.
- Sanction the casual leave of the staff members working in the centre.

### **4.2. 2. Capacity Building and Training**

- Extend support to the Director-General to formulate the capacity building and training policy of KILA.
- Extend support to the Director-General to prepare the annual training plan and schedule of KILA.
- Extend support to the Director-General to implement the training policy, training strategy, and training programs publicized by KILA.
- Co-ordinate the faculty members working in the centre and ensure effective implementation of various training programs, workshops, and consultation meetings.

- Extend support to the Director-General for identifying the training needs and operational issues of different functionaries of local governments and other valuable inputs for designing the training programs.
- Extend support to the Director-General to Identify innovative development and governance practices at the local level.
- Extend support to the Director-General for the preparation of handbooks and other training materials for conducting various training programs.
- Send periodic report to the Director-General on the implementation of training programs and other inputs needed for the preparation of the administrative report of KILA.
- Send the relevant information to the Director-General on LA interpellation as and when needed.

### **4.3. Deputy Director at KILA**

#### **4.3.1. Administration and Management of KILA Campus**

- Extend facilitative support to the Director-General for the effective administration and management of the Institute.
- Manage the estate-related functions of the Institute such as infrastructure development, maintenance, and upkeep of the property and equipment of the KILA campus.
- Oversee the effective functioning and upkeep of the hostels and canteen and ensure better service delivery to the training participants at KILA.
- Oversee the functioning of the administrative and maintenance staff and co-ordinate their duties and responsibilities efficiently and effectively.
- Prepare the detailed responsibility mapping and job chart of the administrative and maintenance staff and ensure its operationalization.
- Administer all the establishment related matters of the staff members including the faculty members.
- Maintain discipline and punctuality of the administrative and maintenance staff in the KILA campus.
- Coordinate the functions of the administrative staff and effectively manage the office functioning and record-keeping of the Institute.
- Provide facilitative support to the Director-General to maintain good relations with the LSGD and Government of Kerala.
- Extend support to the Director-General to manage the procurement of all goods and services required for the functioning of the Institute.
- Sanction the casual leave of the administrative staff and maintenance staff and in the absence of any staff make substitute arrangement for the effective functioning of KILA.
- Oversee and ensure to send training communication in time to the training participants.

- Oversee the scheduling of the training programs as per the training plan and training calendar at KILA.
- Prepare detailed job chart and responsibility mapping of the other administrative and maintenance staff and issue the office order in consultation with the Director-General.

#### **4.4. Finance and Accounts Officer**

- Oversee the financial strategy and financial health of the Institute and co-ordinate the accounting and financial personnel in the administrative wing of the Institute.
- Ensure efficient financial planning and financial practices and extend support to the growth strategy of the Institute.
- Extend support to the Director-General to prepare the annual budget of the Institute
- Extend support to the Director-General and faculty team to prepare the financial/resource plan of various projects funded by external agencies.
- Oversee the authenticity and propriety of all payments of the Institute and keeping the bills paid.
- Oversee all the accounting functions based on sound accounting principles and provide and financial information to the Director-General from time to time.
- Oversee the periodic progress of the receipts and incoming payments of the Institute and take initiatives to receive the money in time.
- Ensure that all the expenditures of the Institute have adequate budget appropriation, if not get sanction for reappropriation from the authority concerned.
- Ensure and oversee the disbursement of salary and other eligible payments of the staff members in time.
- Oversee the process and procedures of sanctioning advances to the staff members and its settlement.
- Prepare the financial statements and reports and submit them to the Director-General and the audit personnel.
- Maintain good relationships with vendors and make sure that everyone gets their payments on time.
- Provide initiative to explain the rationale of spending public money and propriety of the expenditure incurred before the audit personnel and clear the audit objections.
- Extend support to the Director-General to take appropriate action based on the audit observations in the audit report of the Institute.
- Ensure the efficient and effective use of the financial resources of the Institute and keep an eye on opportunities to save money.

- Ensure periodic tracking of the pending advances and other receivable amounts to the Institute and report to the Director-General and take initiative to collect/ settle such amounts.
- Fix the salary and other emoluments of the staff members and make payments on time.
- Prepare the Financial Statements as part of the Annual Administration Report for onward submission to the Government of Kerala and other agencies.
- To bring the attention of all the financial issues to the Director-General on time and resolve such issues.
- To identify the best investment opportunities and inform the Director-General and optimize the financial gains of the Institute.
- Oversee all the tax deductions and tax filing responsibilities of the Institute and do such responsibilities on time.
- Prepare detailed job chart and responsibility mapping of the other staff in the accounts section and issue office order in consultation with the Director-General and Deputy Director of the Institute

#### **4.5. Faculty Team: Professors, Associate Professors, Assistant Professors, Lecturers, and Research Associates**

##### **4.5.1. Training Functions**

###### **4.5.1.1. Training Needs Assessment;**

- Identify the training needs and capacity deficits of various local government functionaries
- Identify the systemic issues and operational level problems of local governments
- Identify the policy priorities and flagship programs of the central and state governments on local governance and development and induct them into the training needs

###### **4.5.1.2. Designing the Training Programmes;**

- Designing useful training programs to effectively address the training needs and improving the performance of local governments
- Innovate useful training methods and prepare relevant educational aids and materials
- Develop appropriate training techniques for effective training delivery
- Develop training modules for various training programs

###### **4.5.1.3. Design and Implement Training of Trainers' Programmes;**

- Design the ToT program as part of implementing various training programs

- Identify the potential resource team and training team for training implementation
- Conduct of the ToT program
- Assessment of the effectiveness of training delivery of potential trainers
- Fine-tuning and finalizing the training design and training module

#### **4.5.1.4. Development of Handbooks and Training Materials**

- Preparation of handbooks/ handouts/guidebooks and other study materials for training participants
- Identification of the potential resource team for the preparation of training materials
- Development of other training tools and instructional materials for conducting training programs
- Consolidation, editing, and finalization of handbooks and other training materials
- Preparation of the E-learning materials for the various training program

#### **4.5.1.5. Implementation of Training Programmes**

- Oversee the progress of sending training communication to participants and the faculty team
- Oversee the setting up of training venue and training equipment
- Oversee the arrangement for setting up of training records, including Performa for training evaluation
- Conduct the training program as per the training design and module

#### **4.5.1.6. Evaluation of the Training Programmes and Preparation of the Training**

##### **Report**

- Design the evaluation Performa for collecting the feedback of training participants after each session
- Consolidation of the feedback of training participants after completing the training programs
- Fine-tuning the training module and faculty team after conducting the pilot batch/ batches
- Conduct of faculty meeting to share the feedback of training participants and to make interim arrangement for further improvement of the training programs
- Design and conduct studies for assessing the impact of training on the individual and institutional functioning of local governments
- Preparation of training reports

#### **4.5.2. Research Related Activities**

##### **4.5.2.1. Conducting Policy Supportive Research**

- Identify the areas for doing policy supportive research to strengthening the local government system



- Presentation of the research proposal in the Academic Committee
- Conduct the policy supportive researches approved by the Academic Committee
- Conduct filed level studies and action researches approved by the Academic Committee
- Conduct research on innovations in training methods and learning process
- Conduct field level studies/ research on evaluating the implementation of developmental programs at the local level
- Conduct action research in partnering with local governments
- Documentation of innovative development practices for dissemination and learning

#### **4.5.2.2. Conduct Workshops, Seminars, Webinars, and Conferences**

- Organize, coordinate and conduct workshops, conferences, seminars, and webinars on local governance and development at the national and international level
- Preparation of the reports of the workshops, seminars, webinars, and conferences

#### **4.5.2.3.**

#### **Administrative**

#### **Responsibilities**

- Preparation of training proposals/project proposals for various national and international agencies
- Preparation of training and capacity building policy of the institute
- Preparation of training plan and annual training calendar
- Extend support and co-ordinate the functioning of the Academic Committee
- Attend various meetings convened by the state government, union government, and other agencies and represent the Director-General of the institute in these meetings
- Preparation and submission of the annual budget proposals of the institute
- Extend support for the preparation of the annual administrative report of the institute

#### **4.5.2.4. Other Responsibilities**

- Extend support to the functioning of various internal committees of the institute
- Other responsibilities assigned by the Director-General from time to time.

These responsibilities of all categories will be revised from time to time as per the requirements arising.

