

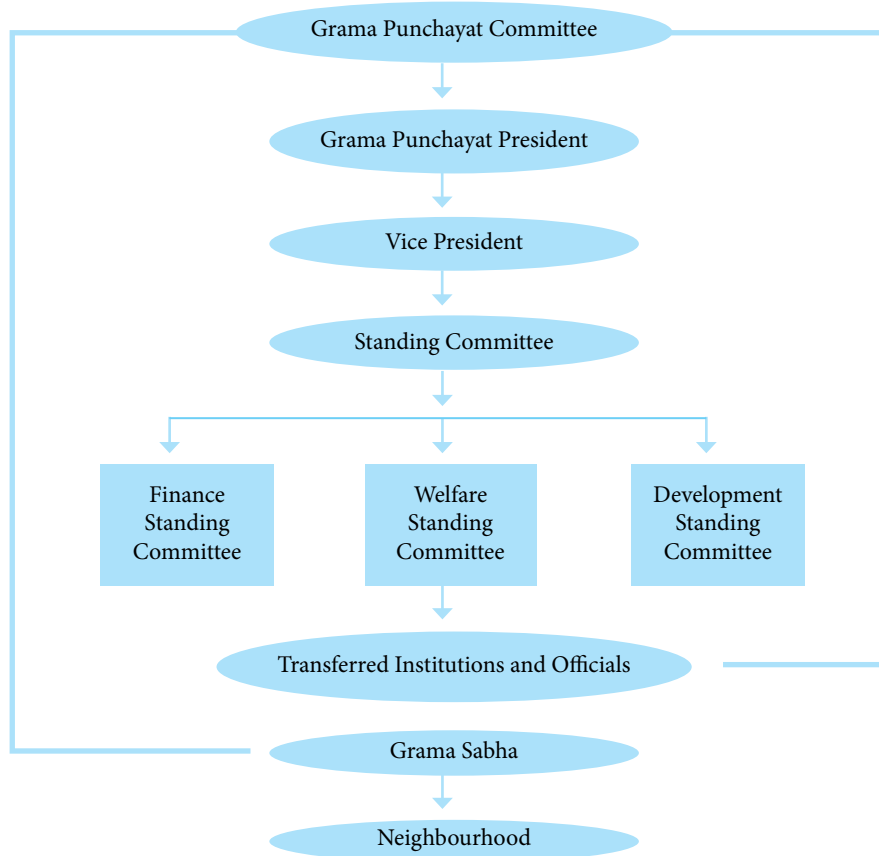
# INFORMATION KERALA MISSION



LOCAL SELF GOVERNMENT DEPARTMENT  
GOVERNMENT OF KERALA

# ORGANISATIONAL CHART

## Grama Panchayat - Functionaries



## Contents

Sl. No.	Chapter	Page No.
1.	Introduction	5
2.	Objectives	6
3.	Organisational Structure & Institutional Mechanism	7
4.	Scope of the Project	7
5.	Geographical Coverage	7
6.	Services Envisaged	7
7.	Stakeholders	8
8.	Deployment of the Software and its Operationalisation	8
9.	Readying of IT infrastructure	8
10.	Service Delivery Systems	8
11.	Application Software Development and Achievements	9
12.	Website and Online Services	17
13.	Technical Support and Infrastructure Management (TSIM)	19
14.	e-Panchayat Implementation	20
15.	The Key Learnings	20
16.	The Way Forward	20
17.	Accomplishments at a Glance	21

**INFORMATION  
KERALA MISSION**

## 1. INTRODUCTION

Kerala State has 978 Grama Panchayats, 152 Block Panchayats, 14 District Panchayats, 60 Municipalities and 5 Corporations. Consequent to the 73rd and 74th amendments to the Constitution, the three-tier system came into existence in India. In Kerala, Local Self Government Institutions have been meaningfully empowered through massive transfer of resources as well as administrative powers.

Local Self Government Institutions have emerged as effective agencies for the implementation of developmental programmes. Developmental programmes are identified and implemented through Grama Sabhas. With the decentralisation of power, Local Self Government Department (LSGD) has gained an important role in the formulation and implementation of developmental works at the grass-root level. Today Panchayat Directorate, Directorate of Urban Affairs, Commissionerate of Rural Development and Town and Country Planning Department are the major allied departments of Local Administration. Related to local administration activities, there are different allied institutions and training centres under LSGD.

Kerala state is undoubtedly the fore runner among the Indian States in building up new and innovative systems and methods for decentralisation and local democracy. It is more than a decade, since the historic constitutional amendments, declaring local governments as a statutory third stratum of governments was approved by the Indian Parliament. Kerala was first among the Indian States to take full advantage of the opportunities opened up by adopting a “big bang” approach to democratic decentralisation (Vijayalakshmi.V, 2003). The strategy was to devolve more than a quarter of the State’s development budget to local governments and then learn by doing.

The necessary conditions for decentralisation had been substantially laid down in the state with the great strides made in literacy, especially that of women, and in the process of surmounting caste and class barriers through social reform movements, land reforms, the wide public distribution of essential commodities through fair price shops and a host of public action measures. Decentralisation in Kerala was looked upon as a practical measure for administrative reforms to improve delivery of public services sensitive to the local needs (Isaac Thomas.T.M-2000, Vijayanand.S.M-2001). The achievements of Kerala in decentralisation have been acknowledged, with the Government of India declaring that the Kerala State has the best Panchayati Raj System in the country for which the first ever national award for decentralisation was awarded to the state.

The decentralisation experiments in Kerala had been a massive action research programme. Information Kerala Mission (IKM) a

sequel to it was grown from within this mass campaign with the participation of multiple stakeholders consisting of academicians, local government leaders, planners, professionals, administrators, development practitioners and voluntary workers. It is the flagship e-governance project of the Local Self-Department of Kerala to strengthen local self-governance through Information Communication Technology (ICT) applications. IKM established in June 1999 started its software development based on the intensive system study conducted with extensive stakeholder participation as mentioned above. It envisages computerisation and networking of 1209 local self government institutions in Kerala. It is the largest and most comprehensive local body computerisation project in the country. It addresses the entire gamut of issues concerning local body governance. IKM envisages a phased transformation of the existing systems to electronic systems. It has developed methodologies that suit this purpose.

It aims at strengthening decentralised planning and local democracy through good governance, improved service delivery, sharing of best practices and building up community knowledge bases for local area development. Participatory software development, developing learner-centred, locale-specific training and handholding strategies are its components. Today, the IKM provides the much required database support for better decision making in development projects, offers improved public services and responsive local administration and imparts necessary skills to the community to use Information Communication Technologies (ICT) for transparency, participation, and judicious decision-making in several local governments.

Being the first of its kind in the country the efforts of the mission had been pioneering and many of the methodologies tried out highly interdisciplinary and innovative. The project aimed at building convergence and synergies with the various other developmental initiatives taken up in the context of decentralisation like ‘Aakashya’, a programme for e-inclusion, ‘Kudumbashree’, a micro credit centred gender oriented empowerment mission of community based organisations primarily of poor women for local economic development etc. The project strives for strengthening the citizen charters of the local governments and helps them implement the citizen charters for fairness and equal opportunity cutting across barriers of religion, class, creed, caste, colour and gender. By helping local government initiatives, promoting holistic resource management perspectives and strengthening local governments it aims at building up sustainability from both economic and environmental point of view.

The project has already started touching upon the lives of the 33 million people in Kerala through a fast and effective service delivery, transparency and empowerment of the citizen, efficient back-

end processing, improved and fair decision making, responsive administration and good governance all leading to stronger and efficient local governments in the state, thus making decentralised planning and local democracy more meaningful.

Its approach is characterised by the holistic and proactive evaluation of existing systems and legacy systems, and it attempts to simplify and transform existing systems and the effecting integration of systems. Systematic attempts at process reforms are also part of it. These would enable faster and objective decision-making, more citizen-friendly interfaces, and better accountability. IKM methodology places the employees and functionaries at the central stage of this transformation and focuses on their empowerment and capacity building as a mechanism for improving performance. The Software Applications are developed through active participation of the user. Emphasis is placed on demystification of technologies and on establishing adequate technical support systems. Training is given high priority.

## 2. Objectives

- To provide connectivity between the State Planning Board, District Planning Offices, Local bodies and state, regional and district level offices of the Local Self Government Department.
- To develop a mechanism for regular monitoring of the plan targets achieved by local bodies, over the network and developing a local body centric management information system (Plan monitoring and management).
- To establish a mechanism for automating the various operations at the local body level like accounting, finance, public services, purchase, works and governance related tasks, as well as developing comprehensive citizen interface mechanisms using appropriately developed information systems and services at the local level, thereby making a quantum leap in accountability, transparency, efficiency and responsiveness in public service and considerably strengthening the social security network (Service automation and Citizen interfacing).
- To develop an integrated micro level resource based developmental information system, which would facilitate meaningful decentralized planning at the local body level (Database development).
- To provide trained manpower for operationalising hardware, software and for handholding their operations for duration of one year from the commissioning of the last application (training).
- To provide continued technical support to ensure that the network applications are up and running throughout, through block level and district level technical teams and a state level call center and help desk (Support).

### 3. Organisational Structure & Institutional Mechanism

As per the Government Order (MS) 97/2011/LSGD, Panchayat Department, Urban Affairs Department, and Commissionerate of Rural Development which constitute the Local Self Government Department (LSGD) are under the control of three ministers. Dr M K Muneer is the Minister for Panchayats, K C Joseph, is the Minister for Rural Development and Manjalamkuzhy Ali, is the Minister for Urban Affairs.

The policy affairs of the Local Self Government Department are looked after by a Coordination Committee headed by these three Ministers mentioned above, and ably supported by Principal Secretary, LSGD and Secretary, LSGD.

The project is managed by a state level mission group consisting of a dedicated team of professionals well versed in technology and domain aspects. The executive head of the mission is the Executive Chairman & Director, and reports directly to Secretary, LSGD.

The mission team has six departments organised functionally viz. (i) Corporate Management, (ii) Software Development, (iii) Line of Business Expertise, Data Analysis and Content Management; (iv) Technical Support and Infrastructure Management, (v) Implementation, and (vi) Training.

The decentralisation programme in Kerala has evolved several fora for consultation of the state government with local governments like the State Development Council (SDC) and fora of local governments like Municipal Chairmen's Chamber and Panchayat Associations. All the above fora are actively involved in running the project.

### 4. Scope of the Project

The impact of decentralisation has been substantial in the social services sector, whereas it has not been effective in the productive sectors of the economy and in areas of local economic development. Achieving better results in local economic development and in the productive sector required extensive capability building, establishing comprehensive resource based developmental information systems, adapting developing new models for enhancing production and productivity trying them out, improving, generalising and replicating them. Building upon ICT based knowledge frameworks encompassing data, voice and video were the need of the hour in helping local governments handle these complex tasks.

To ensure better results in decentralised planning, extensive capability building of the stakeholders and through improving the quality of people's participation in local government functioning were the strategies adopted. Reporting systems and information systems were geared up drastically to strengthen the existing systems in the public sphere:

- Grassroot level fora like Grama Sabhas, Ward Sabhas, and neighbourhood groups called Oorukuttams and Ayalkuttams.
- The fora of elected members viz., the Mayor's Chamber, the Chairmen's Chamber and the Panchayat Association.
- The community mechanisms like social audit.
- Systems for participation of Non Governmental Organisations (NGOs) in development and good governance.
- Quasi judicial mechanisms like Ombudsman and appellate tribunal, etc

### 5. Geographical Coverage

The project covers all local governments in the state including three tier panchayats ie. District Panchayats, Block Panchayats and Grama Panchayats, Corporations and Municipalities. The following institutions viz. State Planning Board, District Planning Offices, Directorate of Urban Affairs, Regional Directorate of Urban Affairs, Directorate of Panchayats, Offices of the Deputy Director of Panchayats, Rural Development Commissionerate and the Offices of the Additional Development Commissioner are also covered.

### 6. Services Envisaged

The civic services envisaged as a part of the programme almost covered the entire gamut of services to be offered statutorily by the local governments under the third, fourth and fifth schedules of the Kerala Panchayati Raj Act and the first schedule of the Kerala Municipality Act 1994.

## 7. Stakeholders

Users: Almost the entire population of the state - for availing various services provided by the local governments and for obtaining information on the developmental programme and service offering of the local governments. The users shall also include local government leaders and staff in local government institutions. The list of stakeholders would also include Service Providers, System manufacturers, Corporations, Public Sector, experts from various walks of local government functioning, retired personnel from local governments who have involved themselves in product or information system design and implementation. Networking with global ICT networks and local government fora is envisaged.

## 8. Deployment of the Software and its Operationalisation

- o Readying of IT infrastructure
- o Application Development, Testing, Deployment and Maintenance
- o Training to the staff at Local Bodies
- o Handholding and support for its continued operation through District Technical Officers (DTO), District Coordinators (DC), Technical Assistants (TA) at Block and Grama Panchayat Levels for which the respective local governments played an important role.

## 9. Readying of IT Infrastructure

- o Setting up of server room
  - o Electrical and network cabling, earthing, and
  - o Procurement and installation of the computers and peripherals
- Now, most of the infrastructure is ready in 1209 local governments, and many of the day-to-day functions of the local governments are handled using computers.

Improvisation of the existing software after incorporating the feedback and suggestion of the user departments, providing technical support at field level for the roll out of the software, bug fixing, providing patches as per the requirements, training of the people representatives, LB officials and in-house capacity building were the major activities during the period.

## 10. Service Delivery Systems

For 'empowering citizens' and 'bridging digital divide' the following delivery channels were put to use for the delivery of services:

### 1. Citizen Service Centres:

Information dissemination, acceptance of service requests and delivery of services through citizen service centres involves integration of the back-end applications of departments with Citizen Service centres. The Citizen Service centres have been taken as an electronic channel of delivery as they will be providing the services to the various government departments and their customers through a single interface using the electronic integration.

- o Jana Sevana Kendrams: It is a modern computerised front office designed for local self government institutions by the Information Kerala Mission (IKM) for improved service delivery. The objective was to replace the unimpressive and stale enquiry counters along with the traditional 'silo mentality' ingrained in public services, with an inspiring and integrated single window customer friendly computerised service counter, positioned in a promising pleasant ambience. A unique brand identity encompassing the interior design, furnishing and equipment layout has emerged.
- o FRIENDS (Fast Reliable Instant Efficient Network for Disbursement of Services) – It has been designed as a single-window facility where citizens can make government related transactions with ease & comfort and without delay. In FRIENDS bills/dues to government are collected under a common roof.
- o Askhaya e-literacy centres have transformed themselves into effective centres that help the public to avail a multitude of government as well as private services under one roof.

### 2. Web-based Services:

Customers can use their desktops/laptops/tablets/notebooks/smart phones to connect to the web portal to request services and search for information, make payments etc.

### 3. Help Desk/Call Centres:

Customers can dial the hotlines to request services and information. It has been effective due to the potential use of 'Call Center' and 'Interactive Voice Response' technologies.

### 4. m-Governance:

Customers can request services and information through mobile phones.

### 5. Information Kiosk with digital touch-screens:

The touchscreen enables the user to interact directly with what is displayed, rather than using a mouse, touchpad, or any other intermediate device.

## 11. Application Software Development and Achievements

IKM applications are developed using state-of-the-art technology. All applications have local language interfaces and customised versions for various types of local bodies. They are extremely user-friendly with a very high level of standardisation. The applications have been designed for scalability to handle databases of 1209 local bodies. They rank high on reliability with extremely low failure levels. Security of applications is ensured through multi-layer user authentication and mechanisms for regular backup and data security.

### 1. DECENTRALISED PLANNING (SULEKHA)



Sulekha is a Government-to-Government (G2G) project that provides end-to-end computerisation of the planning process across vertical and horizontal levels. It helped facilitate, streamline and track the entire planning process – plan formulation, appraisal, approval, revision, implementation, monitoring, and expenditure tracking of plan projects. The system is a centralised database of plan-related information, containing details of previous plans that can be accessed in a graphical and analytical form by front-end users. It also contains guidelines, government orders and other plan-related information relevant to users. It is a centrally deployed, web-based system that is hosted at the State Data Centre and accessible to all 1,209 local bodies through the Kerala State Wide Area Network. One of the major strengths of Sulekha is its synchronisation with various other applications devised by the Information Kerala Mission. It syncs with applications that perform functions of accounting (Saankhya), cost estimation (Sugama), revenue and licensing (Sanchaya), work flows (Soochika), thereby effectively combining various aspects of the planning process. The workload it handles is increasing with an average of 2 lakh plan projects handled by local governments every year. It has brought about significant improvements in plan process efficiency.



Target Group: 1,209 Local Governments in Kerala.

#### List of 5 achievements:

1. Sulekha handled 1,90,000 projects worth ₹ 9000 crores in 2012-2013 which were formulated by the 1209 Local Self Governments in Kerala. Its implementation has also reduced the resources required; the practice of taking project printouts have been dispensed with, thus saving more than ₹ 2 crore involved in paper and other printing charges, and enabling the 'GO GREEN' journey. It's enabling a Business Process Re-engineering on the Local Self Government processes to make it a Paperless Organization as well. In the 2013-2014 plan formulation process, 2,00,717 projects worth ₹ 10,218 crore have been uploaded in the system as on 1 July 2013.
2. Through significant process re-engineering and automation, it has reduced the time required for the planning process by 33 percent, thus greatly speeding up efficiency in project management. Stakeholders can formulate projects in accordance with governmental guidelines, enter the details onto Sulekha, which records various parameters such as financial and physical targets, schedules, achievements and beneficiaries. Plan appraisal improved by 85%, plan approval by 90%, plan implementation by 50%.
3. Systematic and standardised compliance with government-prescribed guidelines. Sulekha's inbuilt system of checks and validation ensures that local bodies across the state are following governmental guidelines as issued from time to time. The software is updated periodically as and when new guidelines are issued

and as it is a centralised system it saves the officials the effort of informing all the local bodies individually about the changes.

4. It has a consolidated legacy master database covering nearly 20 lakh projects implemented during the past 10 years and stored as a central database with the facility to generate real time online crystal reports. The digitisation of this legacy data has made for easy formulation of budget allocations. Also, a central online database significantly enhances access of stakeholders to information, enables analytics on data & improves the planning process enhancing transparency & increasing accountability.
5. Integrates workflows across vertical levels (grama/block/district) thus consolidating the planning process over a single portal, saving the inconvenience of accessing multiple sources for plan-related information. Enables both supply side (implementing agencies) to identify operational deficiencies & demand side (beneficiaries) to know their entitlements via project details online. Its simplicity of use & ease has resulted in increased participation by elected representatives.

## 2.CIVIL REGISTRATION (SEVANA)

The Information Kerala Mission, while deciding to initiate computerisation of local bodies, had thoroughly assessed the characteristics of the prevailing system of service delivery through the local governments and the various technological and administrative interventions that could serve to improve them. In the study, civil registration process was identified as a major service area with public interface that needs to be included in the initial phase of computerisation. This resulted in the development of Sevana (Civil Registration) application software. Computerization and automation of different operations involved in the civil registration will offer incremental improvements in the existing system and will certainly give sufficient transparency and efficiency in the operations.

Following are the major benefits of computerisation in the civil registration system:

- ✓ Ensure quality of data and efficiency in the governance and foolproof archiving of records.
- ✓ Keep up transparency and accountability at the time of registration and subsequent transactions of vital events.

- ✓ Ensuring confidentiality and maintaining security of data and operations.
- ✓ Automated generation of extracts (birth/death/marriage certificates) from registers.
- ✓ Creation of centralised personal information system with adequate restrictions to avoid misuse by integrating events registered at various registration units within the state of Kerala.
- ✓ Capable of carrying out registrations and all related operations on civil registration.
- ✓ All registration units are connected to the central database and data uploaded.
- ✓ Providing the facility for e-filing of common marriage applications.
- ✓ State registration clock is available in the website which indicates the registration rate of birth and death in Kerala.
- ✓ Facility for providing SMS alerts on registration intimations and immunisation schedules of new born on due dates to the concerned.

Target Group: Citizens

### List of 5 achievements:

1. It covers 453 hospitals including 383 Private Hospitals and 70 Government Hospitals. This system has handled 24.53 lakh registrations up to January 2013. The monthly coverage is 45,000 registrations and the total coverage up to January 2013 is 4.90 lakhs. More than 75% of the births occurring in the state are registered using the hospital kiosk system.





2. The Sevana (Civil Registration) application suite is capable of carrying out all the operations as per the acts and rules related to civil registration. The registrations under Common Marriage Rule is done using the software application in 63 Urban local bodies and in 920 Grama Panchayats as on 28.02.2013. Total registration units covered under Common Marriage e-filing is consequently 983.

3. The certificates of birth and death registered since 2005 from all urban registration units are readily available for the citizen through internet and in most cases from 2000 and in some cases

from 1970 onwards. 709 rural registration units are also connected to the State Data Centre and registration certificates of these units are also available through the sites.

4. Along with registration details, Information Kerala Mission has developed a facility to capture mobile number of parents/ guardians of the new born, and to issue SMS alerts on registration and reminding the parents on due dates of immunization. Once the registration data reaches the State Data Centre, the SMS immunization alerts would be sent automatically to the mobile number of the parent on due dates. The details of SMS sent can also be counted and accounted. A MoU was signed with National Rural Health Mission (NRHM).

5. The process of converting manual registers of birth, death and marriages to electronic form is in progress in all local governments. The authenticated birth and death registration certificates are made available through internet to the public through the website [www.cr.lsgkerala.gov.in](http://www.cr.lsgkerala.gov.in). Many departments are making use of this facility to verify authenticity of certificates. The Education Department has already approved such certificates for official use.



### 3.SOCIAL WELFARE PENSIONS (SEVANA PENSION)

The Government had paid particular attention to the disbursement of social welfare pensions. The database for this was finalised using the Sevana (Pension) software in all urban local governments and 978 Grama Panchayats. The Local body pension disbursement is being done in 1043 local governments through Sevana Pension application to nearly 20 lakhs beneficiaries. This software eliminates the drudgery of manual filling up of the hundreds or thousands of money order forms for the pensioners. The software can instantly

generate the money order forms including electronic money orders (eMO) accepted by a majority of post offices. The software also handles all processes related to pension administration, maintains full accounting details related to the pensions and also generates documents and reports such as the treasury bills, requisitions, utilisation statements, etc.



As per the direction from the Government of India and Vide G.O.(Rt) No.2738/2012/LSGD dated 29.09.2012, the Government have issued an order for expediting disbursement of Social Security Pensions through the post office/bank's savings bank accounts of the beneficiaries. The Information Kerala Mission was directed to make necessary modification in the software for capturing the UID Aadhaar number and the account details of the beneficiaries and also to work out a procedure for disbursement of pension amount directly to the beneficiaries account through NEFT method of money transfer. For disbursing the pension to the beneficiaries, bank/post office account through NEFT transfer, appropriate modification in the software was made.

With the pension software of LSGD fully web based, real-time updating of the database, issue of letter of allotment, bill generation, bill submission and pension amount transfer would be fully automated.

#### 4.FILE TRACKING/ GRIEVANCE REDRESSAL (SOOCHIKA)





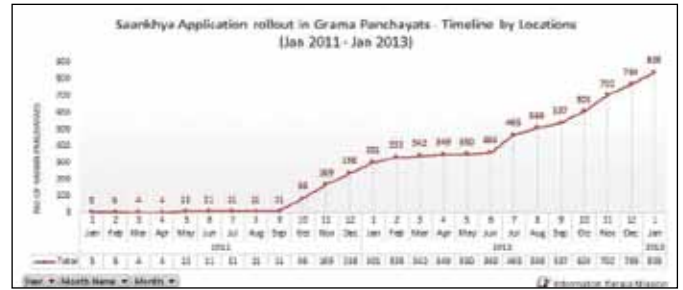
The application software Sookhika for recording and acknowledging all inwards/tapaals received in an office and also handling the workflow related to that is deployed in all local governments. This is mostly handled in the Janasevanakendrams and the 'front offices'. Full update of the details of each file was successfully done in Guruvayur Municipality, and it was made accessible to the public through a touch screen in the Janasevanakendram and also on the municipality website.



Sookhika functions in integration with the other IKM softwares. After the implementation of Sookhika back-end module in all local governments, a paperless office concept would be materialised.

## 5.ACCRUAL BASED DOUBLE ENTRY ACCOUNTING (SAANKHYA)

The Government have decided to introduce double entry accrual based accounting in all Panchayats from the financial year 2011-12. The Saankhya software for handling accrual based double entry accounting was deployed in all the 60 Municipalities and 5 Corporations. All the Municipalities and Corporations are now using Saankhya double entry accrual based accounting software for all accounting functions, including handling of receipts, making payments and generating reports.



In 1207 Panchayat Raj Institutions Saankhya has been deployed and is fully functional. An online application form for gathering information regarding deficit grama panchayats for granting Gap fund has also been implemented. The data entry for obtaining the GAP fund has been done by the respective grama panchayats and they are being examined and approved by the Directorate of Local Fund Audit. Developing online forms for collecting information on DBO finance for forwarding report to the Ministry of Panchayat Raj is the another initiative through Saankhya. Prepared various government orders as a part of the business process re-engineering aspects. Integrated Saankhya with the web based plan monitoring systems to track the financial details.

## 6.REVENUE AND LICENCE SYSTEM (SANCHAYA)

Developed the Sanchaya application software for e-filing of plinth area based property tax self assessment return by local public through Akshaya centres, browsing centres etc. Conducted series of discussions with local body officials and departments and incorporated their suggestions. Property tax is being changed from Annual Rental Value to Plinth Area basis, the final orders regarding the rates of Plinth area based assessment is pending with Government.



State-wide roll out of the module for providing D&O licenses, profession tax, rent on land and building and entertainment tax has been initiated. The local governments have to finalise the databases of various revenue sources such as property tax, profession tax, D&O license, PFA license, rent on land and buildings, etc., to make full use of the accounting software. The main obstacle in the deployment of Sanchaya throughout the state is the building up of legacy data by the local governments concerned. After the completion of the legacy data, Sanchaya will be implemented on a full scale.

Electronic payment gateway for property tax payment introduced in 3 Corporations, 7 Municipalities and in 6 Grama Panchayats. With this facility, the public can make payment of property tax to local governments over internet using credit cards, debit cards or Internet banking. Online search facilities are also available. The preparation of revenue database using Sanchaya is progressing in many local governments. Manjeswaram is the first grama panchayat in India to introduce e-payment for receiving the taxes from the citizens.



## 7.WORK ESTIMATION (SUGAMA)

In consequence of decentralization and sharing of finance to local bodies, the duties and responsibilities of engineering wing of Local Self Governments have been increased many fold. In addition to implementation of development schemes using the State Government resources, they are responsible for executing many projects using Central Government funds, local development funds of MPs, MLAs etc. Time bound execution of the engineering works in the LSGs has become a herculian task to the engineers. During this context, Sugama has been taken up as a project for mitigating the woes of Engineering wing of LSGIs and also to make their activities transparent. The first part of Sugama was developed and deployed in 2009-2010 covering the estimate portion. Updating and adding more details in the estimate portion was continued in 2010 -11. It has since been developed incorporating tender schedule, selection process of executing agency, agreement process, recording of measurements



and preparation of bills etc in 2011-12.

Irrespective of sector of development, construction projects constitute a major portion in terms of number of projects as well as expenditure in Local Self Governments. The Engineers in charge of implementation of public works find it very difficult to cope with the formalities like investigation, design, preparation of drawings, estimates, technical sanction of estimates, arrangement of work execution, supervision, measurements, preparation of bills etc. Sugama Software is an attempt by IKM to ease the burden of Engineers in the implementation of public works on one hand, and ensure standardisation, transparency, productivity etc on the other hand. Preparation of estimate consists calculation of quantities of various items of work, calculation of rates, and abstract of estimates. This was deployed in all Local Bodies in the State. Then the activities such as tender schedule, agreement, recording of measurements etc have been incorporated in the software. Meanwhile the estimate part has been improved as Web based.

With above activities in hand, the expansion of activities and conversion of Sugama as a Web based software was taken up for the year 2012-13. Issuance of technical sanction, arrangement of execution of works with different agencies such as beneficiary committees, accredited agencies, contractors by following tender proceedings, execution of agreement, measurements of works executed, preparation of bills etc were the important activities developed in the web application of Sugama during the year. It may be noted that Bill report will be a significant achievement in auditing the work bill and timely payment to the executing agency. The work of integrating Sugama with Sankhya is aimed to be completed in the reporting year. Thus an integrated Sugama application with Sulekha and Sankhya is expected to pave way for a significant achievement in the e-governing of Local Self Governments in the state.



Sugama Web version has been deployed in all local governments. Training has been completed at various centres to the LSGD Engineers and Overseers to make familiar the application.

## 8.SPATIAL DATABASE - PREMISES MAPPING (SACHITHRA Map suite)

Digital data updation for local level development:

This Geoinformatics project is aimed at creating spatial and non-spatial digital data base for the entire stretch of Kerala State for implementing various planning activities for eco-friendly and sustainable development.

The spatial/non-spatial data gathered, digitized and integrated using Geographic Information System (GIS) as digital layers, linked to database and field validated. Spatial locations of assets, service and infrastructure facilities as discerned from the imageries would be demarcated and attribute field validated. The spatial and non-spatial information thus derived be integrated with cadastre in 1:3960/1:5000 scale for local level application. The database will be updated through field survey.

A customized web based software with user-friendly interface would be developed and deployed at centralized location for the use of planning officials, in which plot-level spatial/non-spatial information can be retrieved, displayed and analyzed. This information can be updated as and when necessary. The digital database would be transformed to open standard for integration to the common digital database of the Kerala State Spatial Data Infrastructure.

An application developed for tax collection on the go with a hand held device. The testing process has been completed and the Tender process is ongoing for purchasing the device.



## 9.ASSET MANAGEMENT (SACHITHRA)

An Application for monitoring assets of the local body. Government had issued an order during the current year to update the asset databases of all local governments and as per this the latest modifications done in the software . Following the updations Sachithra will be integrated with Saankhya.



## 10.PAY ROLL & PF ACCOUNTING (STHAPANA)

The application software is being used in all urban local governments and 977 grama panchayats for preparing the pay bills of employees. The Provident Fund accounts of Panchayat and Municipal employees have also been computerised and maintained using Sthapana PF. The details of the accounts details are made available on the LSGD website. Sthapana PF module is being fully web based.



## 11.SANKETHAM

Sanketham application handles process of issuing the building permit and related functions based on Kerala Municipal Building Rules

(KMBR) and Kerala Panchayat Building Rule (KPBR). A web module was developed and deployed in pilot locations. Kerala Panchayat Building Rule (KPBR) web module was deployed in all the PRIs.

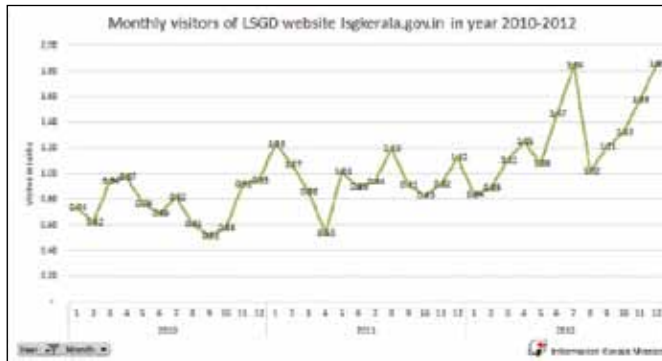


## 12.SAKARMA

Sakarman application handles the process for fixing various committee meetings, recording of agenda, recording of agenda notes and minutes of the various standing committees, steering committees, Grama Sabhas, Ward Sabhas and other meetings. It supports implementation of the decisions taken by various Panchayat Committees. The desktop version of the application is deployed in LSGIs and the web version of the application will be ready for implementation during the financial year.

## 12. Website and online services

Development and maintenance of the portal of LSGD and local governments, with many local governments also having individual websites, is also an important activity. The website currently is being accessed by a large number of users including the public, officials, and the academic community. Update facility is now available for individual local governments directly and also through various



application software routinely used by them. The local governments need not take special efforts to update the website, in many cases. Many of the data on the website are kept updated by synchronising with the various application software used by the local governments for their day-to-day computerised functions. The local databases are synchronised with the web data using the Local Government Wider Area Network (LGWAN) through KSWAN and LSGVPN. From the above, it could be seen that the setting up of WAN connectivity and building of back-end databases by local governments are of prime importance to make available the services over Internet.

The website also serves as a portal for various online services. Details of the social welfare pensioners, decentralised plan projects (including expenditure), property tax, government orders, file status, provident fund accounts of employees, details of elected representatives, GIS maps, civil registration certificates, Government orders, tender notification of various local bodies, etc. are available from the web portal. Websites of all Local Governments developed using Open Source Content Management System is being maintained.

**Online web services are updated and maintained:**

Birth-Death-Marriage Certificates / Common Marriage e-filing	<a href="http://www.cr.lsgkerala.gov.in">www.cr.lsgkerala.gov.in</a>
e-payment of property tax	<a href="http://www.tax.lsgkerala.gov.in">www.tax.lsgkerala.gov.in</a>
Plan Monitoring	<a href="http://www.plan.lsgkerala.gov.in">www.plan.lsgkerala.gov.in</a>
Social Security Pension	<a href="http://www.welfarepension.lsgkerala.gov.in">www.welfarepension.lsgkerala.gov.in</a>
Accrual Based Double Entry Accounting	<a href="http://www.finance.lsgkerala.gov.in">www.finance.lsgkerala.gov.in</a>
File tracking	<a href="http://www.filetracking.lsgkerala.gov.in">www.filetracking.lsgkerala.gov.in</a>
Panchayat Employees PF	<a href="http://www.kpepf.lsgkerala.gov.in">www.kpepf.lsgkerala.gov.in</a>
Municipal Employees PF	<a href="http://www.kmpecpf.lsgkerala.gov.in">www.kmpecpf.lsgkerala.gov.in</a>
Building Permits	<a href="http://www.lsgkerala.gov.in/kmbr">www.lsgkerala.gov.in/kmbr</a>
Work Estimation	<a href="http://www.works.lsgkerala.gov.in">www.works.lsgkerala.gov.in</a>
GIS Maps	<a href="http://www.gis.lsgkerala.gov.in">www.gis.lsgkerala.gov.in</a>
Panchayat Empowerment and Accountability Incentive Scheme (PEAIS)	<a href="http://www.lsgkerala.gov.in/peaisaward">www.lsgkerala.gov.in/peaisaward</a>
Local Self Government Department	<a href="http://www.lsgkerala.gov.in">www.lsgkerala.gov.in</a>
Electronic Legal Advisor	<a href="http://www.lsgkerala.gov.in/sanchitha2">www.lsgkerala.gov.in/sanchitha2</a>
Government Orders	<a href="http://www.go.lsgkerala.gov.in">www.go.lsgkerala.gov.in</a>
Tender notifications	<a href="http://www.tender.lsgkerala.gov.in">www.tender.lsgkerala.gov.in</a>

### 13. Technical Support and Infrastructure Management (TSIM)

Constant technical support is being given to LSGIs for the smooth running and successful implementation of all IKM applications in local bodies. TSIM also ensures follow-up and testing of the readiness of the basic facilities in local governments for installing the IT infrastructure. In addition to this, support for the applications running in the various local governments had been provided by the Technical Assistants positioned in the local governments. The Corporations have three to four Technical Assistants, and the Municipalities and District Planning Offices have one Technical Assistant positioned full time in the office. For Panchayats, one Technical Assistant is positioned per Block Panchayat.

The support provided by the Technical Assistant to the offices concerned include handholding in the operation of the application software during the initial stages of deployment, performing system administration functions such as backups, applying the patches,

service packs and updates of the commercial off-the-shelf software such as operating system, database server, office suite, antivirus, etc., applying the updates and patches of application software developed by IKM, installation and configuration of IKM application software including the initialization of the software with the help of local government personnel, etc. Support for data entry of local databases is also provided by the Technical Assistant.

The Technical Assistant assists the local government in identifying (wherever possible) and reporting the problem to the concerned call centre. The data entry of past records is also supported in the local governments by the Technical Assistant.

In the case of software related problems, any problem that cannot be rectified by the Technical Assistant is escalated to the state level helpdesk. A State-level Help Desk have been established for handling all queries related to a) application software developed by IKM, and b) hardware and networking issues originating from the local bodies.



## 14. e-Panchayat Implementation

The Government have nominated Information Kerala Mission (IKM) as the Service Providing Agency for the rollout of e-Panchayat MMP in the State. Government have requested IKM to propose the names of officers working in IKM to constitute the State Programme Management Unit (SPMU) and the District Programme Management Units (DPMUs) as suggested by the Ministry of Panchayati Raj (MoPR), Government of India. Government have also instructed IKM to open a separate bank account in a Nationalised Bank for the transactions relating to the e-panchayat MMP. As directed by the government the SPMU and DPMU has been constituted at the Information Kerala Mission to enhance the activities of the e-panchayat rollout. The officials nominated to the SPMU and DPMUs, who are functionaries of IKM are engaged in the e-Governance activities of the Local Self Government Institutions in a full time basis would also provide uninterrupted support for the e-Panchayat MMP of MoPR at local body level.

## 15. The Key Learnings

### Components for achieving the vision:

- o Defining 'Citizen Centric Service Delivery' roadmap - With the participation of multiple stakeholders consisting of academicians, local government leaders, planners, professionals, administrators, development practitioners and voluntary workers.
- o Launching a unique and very comprehensive participative system study on local government systems followed by a participative and user centred software development and deployment strategy
- o Establishing an Institutional Framework
- o Building up Expert Support Systems and Decision Support System
- o Drafting e-Governance Policy
- o Conducting e-Readiness level assessment of departments
- o Prioritizing Areas for e-Governance - Identifying the list of services and prioritizing it
- o Defining Standards and Guidelines - An overview of Standardisation in technology and platforms and guidelines for software development and integration
- o Defining the business processes and procedures considering the changes in Legal and regulatory framework
- o How to implement the Business Process Reengineering
- o Creating or setting up IT Infrastructure
- o Developing Software Applications

- o Human Resource Development through Training and Capacity Building
- o Developing a comprehensive implementation plan for IT based systems and processes
- o Selection of vendors to carry out computerization and networking
- o Selection of vendors to develop new IT based applications, the development of new applications and roll out
- o Training of resources/officials on the applications being developed
- o Pilot run of new IT based systems and processes
- o Measure the effectiveness of new IT based systems and processes
- o Final Deployment/Implementation of IT based systems and processes
- o Testing and maintenance of applications deployed
- o Setting up Delivery Channels - For ensuring service delivery in an efficient and responsive manner
- o Impact assessment - Shall be conducted based on the benefits to the citizens and government
- o Conducting Performance Measures for Continuous Improvement - Put in place a process for continuous improvement through feedback mechanism and incorporation of new ideas. Performance measures shall be calculated based on value to the customers, value to the departments and progress tracking measures.
- o Defining Financial Resources - Covers estimation of financial requirements and various aspects on funding strategies

## 16. Accomplishments at a Glance

- Information Kerala Mission is the only ICT organisation in the country which takes care of System Study, Software development, Technical Support, Implementation, Training in domain and application and provides handholding at the locations.
- Emphasis given to Business Process Re-engineering, change management with integration of legacy systems.
- Single largest local body computerisation programme involving simultaneous deployment of software developed in an Indian language and spreading of information technology literacy programme.
- IKM has adopted a human-centred and participatory approach to e-governance.
- Information Kerala Mission has developed and deployed 16 software for the computerization of various activities of the Local Self Government Institutions in Kerala, which are under different stages of deployment.
- ICT infrastructure established in all the 1209 local governments.

- Janasevanakendrams - citizen friendly single counter facility - established in 65 urban local bodies.
- Kerala is the first State in India to link the entire Local Self Government Institutions to the 'State Data Centre' through VPN/ KSWAN connectivity. Connectivity has already been established in 1208 out of 1209 local governments.
- Shortly Kerala will have online access to the valid birth and death certificates registered since 1970.
- Kerala is all set to become the first State in the country to implement the accrual based double entry software in all the local bodies. It has already been implemented in 1207 LBs.
- Nearing the concept of a paperless office.
- Property tax information is made available over the Internet for local governments which had finalised the database.
- Kerala has become the first state in the country to have a digital superhighway.
- Web-based accrual-based double accounting system is to be implemented in the LBs of Kerala by the year end
- Developed over 150 versions of standalone application software modules forming part of twelve application suites for various aspects of LSGI functioning, the development being tried out and improved using Barry Boehm's Spiral model of Software Development and Enhancement
- 100% of the Birth/death in the Local Self Government Institutions are registered through the Sevana Civil Registration software developed by IKM



- Online registration of birth/death are done through 453 hospital kiosks spread across the State – an initiative of IKM, LSGIs, and hospitals
- In Kerala on registration of birth and death through hospital kiosks, certificates can be issued within 24 hours of its registration throughout the State.
- The certificates for Birth-Death-Marriage registered electronically

in the state can be downloaded directly from the website [www.cr.lsgkerala.gov.in](http://www.cr.lsgkerala.gov.in). The birth and death certificates downloaded from the website are recognized as legal document by the Government of Kerala.

- The digitization of registration of all Birth-Death-Marriage since 1970 are in progress in the State. Over 100 registration units have uploaded data relating to civil registration since 1970 and more than 500 registration units have information since 2000 in the website.
- The real time details of live registrants of birth and death in the Local Self Government Institutions are available through the 'State Registration Clock' of the website [www.cr.lsgkerala.gov.in](http://www.cr.lsgkerala.gov.in).
- Provided a facility for verification of civil registration data by officials including passport officer
- e-filing facility to submit application for the registration of marriage is made available through the website [www.cr.lsgkerala.gov.in](http://www.cr.lsgkerala.gov.in); through the Sevana software it is now possible to register the marriage within hours of appearing directly in the Local Self Government Institution.
- SMS facility for sending information about birth-death-marriage registration and giving alerts to the parents regarding the schedule of immunization for their new born babies are made available.
- E-payment facility for the payment of property tax through debit card/credit card now available through the website [www.tax.lsgkerala.gov.in](http://www.tax.lsgkerala.gov.in), which is already implemented in three corporations 7 Municipalities and 5 Grama Panchayats.
- Building owners in Thiruvananthapuram Corporation have the facility to pay tax through 11 designated Post Offices in Thiruvananthapuram.
- Authenticity and legal validity has been provided for the Building Ownership Certificates downloaded from the web based 'Sanchaya' software ([www.tax.lsgkerala.gov.in](http://www.tax.lsgkerala.gov.in)).
- The e-filing system with application software for assessing the Property tax based on Plinth area is ready for deployment.
- Automated field level property tax collection through hand-held devices with facility for online integration with accounting software using GPRS
- The web based Sulekha software ([www.plan.lsgkerala.gov.in](http://www.plan.lsgkerala.gov.in)) developed by IKM is used for the effective real time formulation, approval and expenditure tracking process of the 12th Five-Year Plan projects in all Local Self Government Institutions.
- Real time preparation and approval of 1.90 lakhs of projects in the state were done through Sulekha software for the year 2012-13.



- Citizens can now track the status of their files through web based 'Soochika' software ([www.filetracking.lsgkerala.gov.in](http://www.filetracking.lsgkerala.gov.in)). SMS facility has been activated to update citizen of the progress of file movement at each stage through their mobile phones.
- The P.F accounts of all Municipal Employees and Grama Panchayat Employees since 1983 are available in the web-based software ([www.kpepf.lsg.gov.in](http://www.kpepf.lsg.gov.in), [www.kmpecpf.lsgkerala.gov.in](http://www.kmpecpf.lsgkerala.gov.in)).
- Cadastral based maps for the Local Self Government Institutions are available in the website [www.gis.lsgkerala.gov.in](http://www.gis.lsgkerala.gov.in).
- The database of beneficiaries for different social security pensions such as Agricultural Labour Pension, Indira Gandhi National Old age Pension, Special Disabled Pension for the mentally challenged, Special Disabled Pension for the physically challenged, Pension for unmarried women aged above 50 years, Widow pension etc. are available in the website [www.welfarepension.lsgkerala.gov.in](http://www.welfarepension.lsgkerala.gov.in). Shortly, the pension distribution is proposed to be disbursed through the savings bank accounts.
- The entire distribution of Social Security Pensions is done through the 'Sevana' Software developed by Information Kerala Mission. Presently 19 lakh beneficiaries are availing this facility.
- A State level help desk (0471-2579779) has been formed by Information Kerala Mission to clear the doubts regarding the networking, hardware, and application software as part of Computerization of LSGIs, giving technical help and for the public service.
- All Government Orders, Information and Circulars of Local Self Government Institutions are published in time in the website [www.lsgkerala.gov.in](http://www.lsgkerala.gov.in).
- Unique Web Portals are developed for all LSGIs to update the information by themselves.
- The e-filing system for applying to get the architecture registration and building permission through the application software 'Sanketham' developed by IKM to manage the Building

Construction Permission is ready for deployment.

- The estimation of Public works, technical approval of estimates, annual expenditure of public works etc. can be quickly prepared through the web based application software 'Sugama' [www.works.lsgkerala.gov.in](http://www.works.lsgkerala.gov.in).
- The computerized, people friendly 'Jana Sevana-Kendram' with facilities for different public services and transactions related to Local Self Government Institutions are established in all Urban Local Bodies of Kerala.
- Information Kerala Mission has developed and published the web based PEAIS software for submitting the online application for the award on Panchayat Empowerment and Accountability Incentive Scheme 2012-13
- Trained over 20000 persons in various aspects of computer use, application handling, deployment, and implementation.

## 17. The Way Forward

The e-Governance roadmap has to be structured across the following four key streams:

- o Define the vision, mission and goal
- o Design of e-Governance roadmap that documents the overall strategy and action plan
- o Design of capacity building roadmap including assessment of the capacity gaps for implementing the e-Governance initiatives
- o Detailed Project Report (DPR) with pertinent details for implementing the e-Governance roadmap. The DPR should contain the detailed coverage of the applications and the scope with broad functional requirement specifications, technological solutions, costs of the project, training & capacity building, impact assessment, benefits to the citizens and government etc.

## Government of Kerala – Local Self Government Department (LSGD) - Key Contacts

Person	Contact No.	Email Id	Website address
Minister for Panchayats: Dr M K Muneer	+91 471 2327796 +91 471 2327895	minister-panchayat@kerala.gov.in	www.lsg.kerala.gov.in
Minister for Urban Affairs: Manajalamkuzhi Ali	+91 471 2333371	minister-urbanaffairs@kerala.gov.in	www.lsg.kerala.gov.in
Minister for Rural Development: K C Joseph	+91 471 2332021 +91 471 2333176	minister-ruraldev-plg@kerala.gov.in	www.minister-rdpc.kerala.gov.in
Principal Secretary, LSGD: James Varghese	+91 471 2333174 +91 471 2336576	prlsecy@lsg.kerala.gov.in	www.lsg.kerala.gov.in
Secretary, LSGD: Dr Rajan Khobragade	+91 471 2517011	secretarylsgd.gok@gmail.com	www.lsg.kerala.gov.in
Panchayat Director: S Lalithambika	+91 471 2323286	directorofpanchayat@gmail.com	www.lsg.kerala.gov.in
Urban Affairs Director: E Devadasan	+91 471 2322886	duatvpm@gmail.com	<a href="http://www.lsg.kerala.gov.in/en/municipal_en.php">http://www.lsg.kerala.gov.in/en/municipal_en.php</a>
Commissionerate of Rural Development: K V Mohan Kumar	+91 471 2314526	crdkerala@gmail.com	www.rdd.kerala.gov.in
Ombudsman for LSGIs: Justice M N Krishnan	+91 471 2330543	ombudsmanlsgi@gmail.com	www.ombudsmanlsgiker.gov.in
Tribunal for LSGIs: K M Balachandran	+91 471 2478394		
State Election Commissioner: K Sasidharan Nair	+91 471 2325048	electionker@sify.com	www.sec.kerala.gov.in
Chief Town Planner: Eapen Varghese	+91 471 2517011	ctpkeralam@yahoo.co.in	www.townplanning.kerala.gov.in
Chief Engineer, LSGD: Sajikumar P R	+91 471 2324951	celsgd@gmail.com	www.celsgd.com
State Performance Audit Officer: S Divakaran Pillai	+ 91 471 2518886 + 91 471 2335413	spaokerala@gmail.com	www.lsg.kerala.gov.in
Kerala Institute of Local Administration (KILA) Director: Dr P P Balan	+91 487 2201312 +91 487 2200244	mail@kilaonline.org	www.kilaonline.org
Information Kerala Mission (IKM) Executive Director: S Divakaran Pillai (in charge)	+91 471 2595832 +91 471 2595833	ikm@infokerala.org	www.infokerala.org
Suchitwa Mission Executive Director: M Dileep Kumar (in charge)	+91 471 2327730	suchitwamission@gmail.com keralatsc@gmail.com	sanitation.kerala.gov.in
State Institute of Rural Development (SIRD) Director: B S Thirumeni	+91 474 2454618 +91 474 2454169	sirdkerala@gmail.com	www.sird.kerala.gov.in
Kudumbashree Executive Director: K B Valsala Kumari	+ 91 471 2554714 + 91 471 2554715 + 91 471 2554715	info@kudumbashree.org	www.kudumbashree.org
Kerala Local Government Service Delivery Project (KLGSDP) Director: Dr Rajan Khobragade (in charge)	+ 91 471 2333011 + 91 471 2333015	pmuklgspd@gmail.com	www.klgspd.org



Local Self Government Department  
Government of Kerala, 4<sup>th</sup> Floor, Secretariat Annexe  
Thiruvananthapuram, Kerala, India  
[www.lsg.kerala.gov.in](http://www.lsg.kerala.gov.in)