

CHAPTER 24

GOVERNANCE

'Governance' means the process of decision making and the process by which decisions are implemented (or not implemented). Recently the terms 'governance' and 'good governance' are being increasingly used in development literature. Good governance is directly related to purposive and development oriented administration which is committed to the improvement of quality of life of the mass of people. It refers to the adoption of new values of governance with a view of establishing greater efficiency, legitimacy and credibility of the system. In simple terms good governance can be considered as the citizen friendly, citizen caring and responsive administration. Governance depends on the co-operation and involvement of a large number of citizens and organizations.

24.2 Good governance has been defined as a high level of organizational effectiveness in relation to policy-formulation and the policies actually pursued, especially in the conduct of economic policy and its contribution to growth, stability and popular welfare. Good Governance also implies accountability, transparency, participation, openness and the rule of law.

BOX-24.1

The World Bank has defined good governance as the one epitomized by predictable, open and enlightened policy making, a bureaucracy imbued with a professional ethos acting in furtherance of public good, the rule of law, transparent processes, and a strong civil society participating in public affairs. Poor governance (on the other hand) is characterized by arbitrary policy making, unaccountable bureaucracies, unendorsed or unjust legal systems, the abuse of executive power, a civil society unengaged in public life, and widespread corruption.

Source: Governance for Development, By Pardeep Sahni & Uma Medury

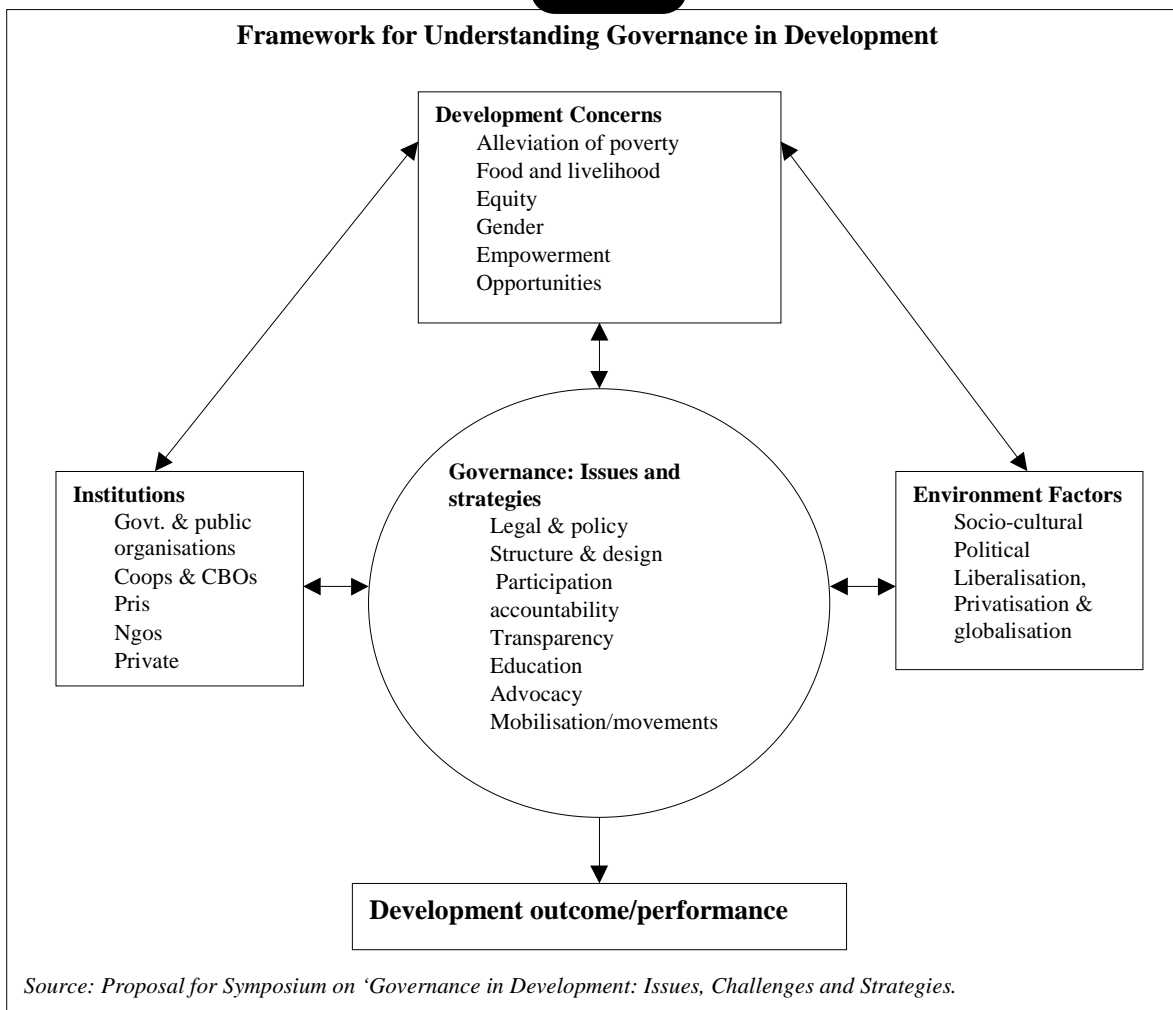
24.3 Governance reform is about doing things differently in a more efficient and effective manner with utmost transparency and accountability, offering enough scope for ex-ante, concurrent and ex-post participation of citizens. In the Tenth Five-Year Plan, Government of Kerala has given much importance to Governance reform. The flagship Governance reform programme of Kerala, viz. Modernizing Govt. & Fiscal Reforms (MGP) programme was started in 2002. The basic objective of MGP is to help Government overhaul and improve its services to the people of the State. The thrust in MGP is to facilitate public servants and elected officials to serve the citizens of Kerala more effectively, efficiently and equitably with greater accountability. This transformation will facilitate the achievement of the human development and poverty reduction targets envisaged in the Tenth Five-Year Plan.

A. Modernising Government Programme (MGP)

24.4 The Modernising Government and Fiscal Reforms Programme (MGP) are conceptualised around four core areas: Fiscal Sustainability; Poverty Reduction; Service Delivery; and Strengthening Functions and Structures of Government. MGP in turn is a collection of 100 governance initiatives. These initiatives are grouped into 5 themes or categories.

- a) Theme 1: MINIMUM NEEDS PROGRAMME which contains initiatives that highlight the need for ensuring assured level of basic public services to the poor and the marginalized.
- b) Theme 2: ENABLING ENVIRONMENT FOR ECONOMIC GROWTH AND EMPLOYMENT GENERATION with initiatives that largely focus on removing procedural and legal hurdles that stand in the way of building the necessary conducive

BOX- 24.2



environment for investment, economic growth, and employment generation.

- b) Theme 3: FISCAL SUSTAINABILITY, where initiatives address the need to restore the finances of the state to levels close to what the state ideally can achieve in revenue generation and expenditure management.
- c) Theme 4: CORE GOVERNMENT, where initiatives are designed to ensure Government functions more effectively.
- d) Theme 5: LOCAL SELF GOVERNMENTS, which are selected initiatives that are intended to consolidate the state's achievements in decentralization and make Local Self Governments more efficient, effective and accessible.

24.5 The Government approved the Strategic Implementation Plans (SIPs) designed by the MGP Steering Committee (MGPS) headed by

the Chief Secretary in October 2002. The inputs were drawn from the work done by various departments and agencies in various areas of governance. These plans were presented before the Council of Ministers for approval. Subsequently through a series of discussions the MGPS together with Task Teams had worked out schematic outlines for the initiatives under different themes of MGP. These papers were published in MGP website <http://www.keralamgp.org>. Based on the thematic outlines, Detailed Implementation Plans were prepared by Task Teams and representatives from the implementing departments through a series of workshops conducted for the purpose with the active assistance of Technical Assistance Teams provided by ADB and the Dutch government for the programme. The Detailed Implementation Plans for the 93 MGP initiatives approved by the government for implementation in 17 departments are annexed in this Chapter.

24.6 Government have approved a group of Projects under MGP that are aimed at improving service delivery in selected departments for fast track implementation. Details of the Service Delivery Project (SDP) are given below:-

a. Service Delivery Project

24.7 The Service Delivery Project recommended as a fast track project under Modernising Government Programme seeks to improve the quality of services delivered by government to the people of Kerala particularly the poor. Under the project, Institutions are selected in selected Departments and made models in terms of service delivery.

24.8 Kerala has been in the forefront among the states in India, in terms of the development of physical and social infrastructure and human development. This is no doubt largely on account of the strength of its public service institutions. The state has now to ensure that this unique Kerala model is sustainable.

24.9 Historically Kerala has consciously followed a path of development with a focus on providing services to its people, especially in the area of human development. There has been a powerful tradition of demand for increasing their quality and quantity of these services. Over the years governments have been responsive to the demands of the people. A special feature of service delivery in the state has been the uniform spread of services and easy accessibility.

24.10 However, in recent years due to a combination of factors like fiscal stress, deterioration in work ethics, unfair competition from the private sector, negative and adversarial public action etc., the quality and access to public services has declined. This problem needs to be tackled as the first priority of the government.

24.11 A government, which is committed to the welfare of its people and the development of the state, has to provide high quality services to its citizens in an equitable and fair manner. With decentralisation, Local Governments have been entrusted with the task of providing a large number of public services.

24.12 There are several kinds of public services. These include civic services like water supply and

sanitation, welfare services like social security, human development services like health, nutrition and education and basic minimum services like housing. In addition government and Local Governments provide several regulatory and administrative services.

24.13 The Service Delivery Policy of the Government is to improve the mode and manner in which services are delivered to the citizens. In a broad sense it covers the whole range of interface between the Government and the people and the whole gamut of the interaction between the people and their government. The objective of the Service Delivery Policy is to provide a systematic approach to ensure that adequate level of public services of prescribed quality are provided by the various departments and implementing agencies in the State and Local Self Governments of Kerala.

24.14 The Service Delivery Policy will be systematically implemented across all institutions and agencies that provide public services. Implementation of the Policy would be self-sustaining (i.e. made a regular part of the annual and five year planning process for Government and Local Governments). It would also at the same time, provide for sufficient flexibility to encourage innovations and to allow improvements and refinements over time. As the first step, the service delivery policy will be implemented in the following types of institutions:

Institution - Department

1. Secretariat - General Administration
2. Collectorates - Revenue
3. Taluk Offices - Revenue
4. Village offices - Revenue
5. District Hospital - Health/LSG
6. Taluk Hospitals - Health/LSG
7. Primary Health Centres - Health/LSG
8. Community Health Centres - Health/LSG
9. Sub Registrar Offices - Registration
10. Government Vocational Higher Secondary Schools - Education (VHSE)
11. Government Higher Secondary Schools - Education (HSE)

12. Government High Schools - General Education/LSG
 13. Government Upper Primary Schools - General Education/LSG
 14. Government Lower Primary Schools - General Education/LSG
 15. Grama Panchayats - LSGD
 16. Municipalities - LSGD
 17. Municipal Corporations - LSGD
 18. Taluk Rationing Offices/City Rationing Offices - Food and Civil Supplies
 19. Police Stations - Police
 20. Old Age Homes - Social Welfare Department /LSG
 21. Other Welfare Institutions under Social Welfare Department - Social Welfare Department /LSG
 22. Anganwadies - Social Welfare Department /LSG
- 24.15 These have been identified because of their wide interface with the public and the criticality of their services to human development and good governance

Institutions Selected for Implementing Service Delivery Project

24.16 Government have approved a list of 2605 institutions for the implementation of Service Delivery Projects. The number of institutions for each category is as given below:

Institutions	Number Selected
Secretariat	1
District Collectorates	14
District Hospitals	4
Taluk Hospitals	14
Primary Health Centres	99
Community Health Centres	17
Taluk Offices	63
Village Offices	506
Sub Registrar Offices	69
Government Vocational Higher Secondary Schools	28
Government Higher Secondary Schools	56
Government High Schools	56
Government Upper Primary Schools	56
Government Lower Primary Schools	224
Grama Panchayats	103
Municipalities	14
Municipal Corporations	5
Taluk Supply Offices/City Rationing Offices	69
Police Stations	57
Old age homes	14
Other Welfare Institutions under Social Welfare Departments	34
Anganwadies	1102
Total	2605

Citizens' Charter

24.17 Citizens' Charter nowadays has been considered as an effective tool to raise standard of public services by making civil services more responsive to the wishes and needs of the users. It is about giving more power to the citizens. Such charter is based on the principle that all public services are paid by the citizens either directly or indirectly or through their taxes and therefore, citizens are entitled to expect high quality services, provided efficiently at reasonable cost. The aim

of the charter is to empower the citizens particularly where it is believed that the citizens have a right to be informed and for making a choice. As a consequence of this, every citizen will be entitled to standards, openness and transparency, information choice, non-discrimination, accessibility and accountability in the government machinery.

24.18 In Kerala, as part of Service Delivery Project, which is a fast track project of MGP, it

BOX -24.3

An example of how 'Citizens' Charter' Should work

If a citizen were to obtain permission for construction of a building from say a Municipal Body/Local Body/Housing Board etc.

- There should be a published document available with the concerned department/organisation, indicating clearly, the procedures to be followed, the forms to be filled up and other requirements, such as standards and specifications of construction, extend and purpose of land use etc.
- It should indicate how and to whom applications are to be submitted, for various purposes such as establishment of title for land, clearance of plans and other clearance to be obtained, procedures for obtaining water and electricity connections, obtaining of completion certificate, inspection procedures if any, Municipal and other taxes payable and above all the specified time within which the citizens can get these aspects cleared by the authorities concerned.
- Each of the authorities concerned should also have clearly laid out standards and procedures, for attending to each of the aspects.
- Clear indication should be given as to whom to approach in case of difficulties or for getting grievance redressed.
- Names of officials responsible for different aspects should be spelt out and all concerned should wear name badges.
- Names and designation of officials and information as to when they will be available for attending to complaints such as delay in redressal of grievances etc., should also be displayed prominently.
- More than anything else, all the officials concerned should be required to be courteous in their dealings and responsive to the citizens' needs .

Similar Citizens' Charters incorporating various charter principles with prescribed standards of services can be worked out and notified by all wings of the government at different levels so as to bring all those who have public dealings within the ambit of Citizens' Charter.

*Source: World Consumer Rights Day, 2003- Workshop Theme:
The Citizens' Charter, 15th March 2003.*

has been decided to prepare Citizens Charter for the 2605 institutions selected to implement the Service Delivery Project. About 150 persons were given training from the selected departments namely Health, Registration, Police, Revenue, Local Bodies, Education, Civil Supplies and Social Welfare. These departments are now under preparation of their Citizens' Charter.

PROGRESS IN IMPLEMENTATION OF OTHER MGP INITIATIVES

1. **SLPE Reforms:** Considerable progress has been achieved in one time settlements and implementation of Voluntary Retirement Schemes, potential for attracting funds for technology upgradation etc. The Social Safety Net Policy was notified on 24.6.2003. Considerable progress has been achieved in clearing backlog on Auditing. As on April 2004, auditing up to 2002-03 is complete in 22 PSUs.
2. **Implementation of Integrated Personnel and Payroll Management System (PPMIS) :** Government have accorded in principle approval for a proposal submitted by National Informatic Centre and authorized NIC to conduct system study. The NIC has submitted an interim report for implementation of the pilot phase in the Secretariat by December, 2004 and the pilot phase is expected to be commissioned this year itself.
3. **SIMPLIFICATION OF RULES For** faster implementation of decisions in Government. Government have already invited suggestions/opinions from General Public regarding simplification/modification of rules and procedures in government. Now the public opinion is being processed and consolidated.
4. **NEW PROCUREMENT PROCEDURES:** The Store Purchase Department has already initiated steps for getting Nodal Officers from different departments for discussing and consolidating modifications required in the Store Purchase Manual.
5. **DEVELOPMENT AND APPLICATION OF ENTITLEMENT INDEX:** The fundamental data required for this initiative is

poverty database. The poverty survey in the state is over and the data have been computerised. Now they are to be validated by the NHG.

6. **FUNCTIONAL REVIEW:** Government has availed Technical Assistance of ADB for the implementation of this initiative. The Tata Consultancy Services (TCS) which was engaged for the Technical Assistance has submitted their final report on 25 th June 2004. The MGP Steering Committee held on 8.7.2004 has approved the report and one copy of the report has already been forwarded to ADB. Now a proposal for Technical Assistance for the implementation of the report is being considered by the MGPS. During the course of formulation of the Functional Review Methodology, training programmes on functional review for Senior Secretariat Officials were also conducted.

B. E-Governance

24.19 The MGP initiatives would be complemented by a series of E-Governance projects. Government of Kerala has given major thrust to the E-Governance projects during the past Five years. The underlying yardstick in all the E-Governance initiatives of the Government of Kerala is to impart transparency, ensure speed and correctness etc. in various governmental activities/procedures that has a direct impact on the citizen. For achieving the E-Governance initiatives, computerization is underway in a majority of the State Government departments.

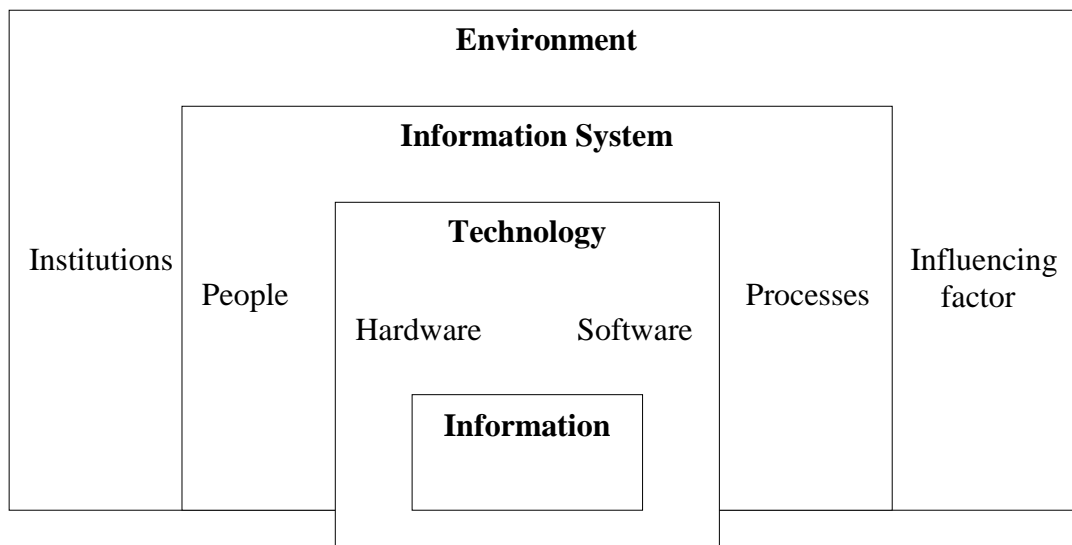
The major initiatives are outlined below: Agriculture

24.20 Computerization of the department is in progress and a Web site has been developed. The KISSAN Project is also nearing completion. The project envisages to computerize all the Krishi Bhavans in the state and network these offices to the administrative department. The process of integration of various offices is also envisaged under the scheme. A web portal has been developed and Agriculture related query-answering mechanism has been implemented.

Motor Vehicles Department

24.21 Computerization of motor vehicles department is being implemented on Build, Operate, Maintain and Transfer (BOMT) basis.

BOX- 25.4



A Systematic view of the E-governance Model

Source: Good Governance Initiatives in India by E.vayunandan and Dolly Mathew

A Website of the Motor Vehicles Department has been launched. Computer aided driving license issue system has been introduced in Thiruvananthapuram and is being extended to Ernakulam and Kozhikode. The required software has been developed by NIC and is successfully tested in Thiruvananthapuram RTO. Integration of the department with the FRIENDS through dedicated data line connectivity is in the process of testing. The total computerization of the Motor Vehicles Department named as FAST project is in the implementation stage.

Civil Supplies Departments

24.22 For the effective management of Public Distribution System (PDS) in Kerala, Software package namely Targeted Efficient Transparent Ration Allocation Public Distribution System (TETRA - PDS) has been developed by the NIC and data base of ration cards has been created. Under this application, the process of issue of ration card is made transparent and addition/deletions in a ration card can be done quickly. In this process transfer of ration cards from one place to another is made easy and ration allocation, indents etc. can be made automatically.

Kerala Water Authority

24.23 The ABACUS (Advanced Billing, Accounting, Collection and Utility Services) computerized system has been evolved in KWA

as a full-fledged workable online software covering almost all functions of consumer billing (Bimonthly) and Revenue collection of KWA. Around 65% of consumers are benefited from the computerized system that is fully operational at most of the collection centres in Kerala. The software provides an interface for the allocations made from 'FRIENDS Centres' and also from selected banks, for providing better service to the customers.

Registration Department

24.24 Computerisation of Registration Department is undertaken with four primary objectives namely 1) Directly beneficial to the public (Registration process and encumbrance certificate made fast) 2) Beneficial to the staff (Index made automatic and reduced workload) 3) Beneficial to the document writer and 4) increase revenue collection. It was decided to implement the pilot project in 4 Sub Registry Offices with the software named PEARL (Package for Effective Administration of Registration Laws), developed by NIC, Kerala. Now 114 SRO's have been fully computerized and the remaining are in the final phase of completion.

Treasury Department

24.25 All major treasuries have been computerized. Networking of these treasuries is

proposed to be implemented along with State Information Infrastructure Project. Pilot project has been implemented. With the completion of the project the up-to-date financial position of the State can be viewed in the Finance Department of the Secretariat.

Legal Metrology Department

24.26 'METRIS' is the software developed for the Legal Metrology department. The said computerized system has made the verification process more efficient and due to the resultant accuracy of the weighing & measuring instruments, exact quantity of items will be thereby made available to the public.

Rural Development Department

24.27 'Rural Soft' is a Web enabled E-Governance application developed on LAMP (Linux Apache/My Sql/PHP) for the effective monitoring of the SGRY and SGSY schemes of the Government of India. This software also enables citizens to monitor various schemes implemented at the Grama Panchayats and Block Panchayats.

Revenue Departments (Taluks)

24.28 By launching the project SWIFT (Single Window Interface for Taluks) in all Taluk Offices public get various types of certificates and application forms easily.

Employment Exchange

24.29 'Thozhil', a software developed as a part of total computerization of Employment Exchanges of Kerala, covers the registration process as well as the selection process in the Employment Exchanges.

24.30 The computerisation of Regional Professional Exchange at Thiruvananthapuram, Ernakulam and Kozhikode has been completed and the data of professional and executive standard candidates are available on the department website. The computerisation of District Employment Exchange, Thiruvananthapuram and Town Employment Exchange at Nedumangad, Neyyattinkara and Special Employment Exchange for Physically handicapped has been completed. A computer cell is working the Directorate of Employment and Training. It is also proposed to computerised Town Employment Exchange, Attingal, Kattakkada and Kilimanoor. Thiruvananthapuram Rural Employment Exchange (Ulloor), District

Employment Exchange, Kollam and Town Employment Exchange, Punaloor and Kadakkal will be computerised during the financial year itself.

Finance

24.31 Finance department, Government of Kerala has implemented the package BOUGETTE for the computerization of Pre-Budget and Post - Budget activities of Budget preparation.

Law Department

24.32 As part of the modernization of Law Department, automation has introduced information systems in Administration, Leg - Publication, Notaries, Monitoring Cell, Parliamentary, Law (H), Law (G) and inspection section of Law Department as phase I. The Phase II, having a three years, programme consists of completion of data entry and fine tuning of Phase I modules.

Computerization of District Collectorates

24.33 Palakkad district is the first district in the country by connecting District Collector and his subordinate officers viz. Deputy Collectors, Dist. Planning Officer, District Heads of various departments, Superintendents etc. through computer networks. The District Collector can deal easily with variety of subjects relating to the people of the district.

Secretariat Wide Area Network

24.34 Government have already decided to set up a Secretariat Wide Area Network (SWAN) connecting Secretariat, Secretariat Annex, Vikas Bhavan and Public Offices in phased manner. As part of this project, networking Secretariat and Secretariat Annex is envisaged in the first phase. At present there is a network of lower capacity named as Secretariat Internet Communication System (SICS) and is using in its full capacity for communication process. An Internet based communication system is used in the Secretariat for communication to the offices outside Secretariat. There are around 800 computers in the Secretariat and out of this 500 numbers are working in networked environment. With the enhancement of the power supply the number of computers will be increased to around 2000 numbers and at a later stage to 3000 numbers. Action has been initiated to procure readymade software for file flow management.

The First Computerised Panchayat

24.35 Government have declared Vellanad Panchayat in Thiruvananthapuram District as the first fully computerised Panchayat in the country. The software 'Sulekha' is used for the operation of services at Panchayat level and 'Sevena' for Social Security Schemes. It is now decided to replicate this scheme to other Panchayats of the state. The achievements are in the speedy issue of pensions, birth and death certificates etc., and plan co-ordination activities at Panchayat level.

State Information Infrastructure

24.36 The work relating to the establishing the State Wide Area Network linking the various District Headquarters with Thiruvananthapuram for various e-Governance activities is in progress. This infrastructure will also constitute the platform for delivering various e-Governance services. As part of this project it is decided to establish an e-Governance accelerated data centre at Kochi and Kozhikode. The objective of the phase-1 of the project is to set up an e-Governance centre at Thiruvananthapuram. Implementation of the project is in progress with the setting up of Infrastructure at the three Network Centers (Thiruvananthapuram, Kochi and Kozhikode) and will be completed soon.

Call Centres

24.37 The process of setting up of a Call Centre, attached to the FRIENDS Centre at Thiruvananthapuram, which would provide information relating to common citizens' transaction over the phone to the citizens of the State is complete.

Computerisation of Land Records

24.38 The basic objectives of the project include issuance of the computerised record of right to the public, the total computerisation of Land Revenue department and digitization of survey records. Hardware procurement for all the 63 taluks has been made. Data entry and training have been completed. Plan of action for the computerisation of 200 villages is progressing with the help of MGP activities. Integration of the project with the computerisation of Registration Department is also planned.

Information Kerala Mission

24.39 The project, Information Kerala Mission,

seeks to computerise and establish a Wide Area Network (WAN) to connect all the Local Self-Government Institutions through out the state. One of the unique features of the IKM project is the extensive effort taken in the system documentation and the overall emphasis on business process reengineering and development of an integrated service backend data base. Software preparation for various modules of the project has been completed. Pilot project has been implemented in certain identified local self-governments. As mentioned before Vellanad Grama Panchayat is declared as a fully computerised panchayat. In order to replicate the activities, it was decided to replicate the project in a BMT model

Commercial Taxes

24.40 computerisation of Commercial Taxes Department is nearing completion. Activities are going on for issue of smart cards to the taxpayers. The smart card will contain all the details of the cardholder with PIN for identification. With the help of the card reader required details may be obtained and the payment received from the cardholder can be entered in the computer system.

Health

24.41 The activities have been started to computerise various hospitals in Thiruvananthapuram and to network them. The vision is to have an integrated supply of medicine, infrastructure, human resources etc. C-DAC is the agency appointed for implementing this project. Health content dissemination programme has also been started.

Integrated Decision Support System

24.42 Integrated decision support system has three components- Knowledge Archive for Secretariat, Secretariat WAN and Decision Support System (Sutharya). The knowledge Archive for secretariat has been completed and is in the final evaluation stage. The project named 'Sutharya' has been implemented in Chief Minister's Office.

Computerisation of Kerala Public Service Commission

24.43 Modernisation of recruitment activities in the Kerala Public Service Commission (KPSC) began in 1999. It is a three-phased project. Implementation of the first and second phase has

already been completed and the third phase is going on as envisaged. The first OMR Machine was installed in 1999 for valuation purpose. The second phase began in 2002-2003 and during this period Regional and District Offices were also computerised. The Website: www.keralapsc.org was hosted during this year. During the Ist and IInd phases softwares required for OMR Valuation, Admission Ticket Generation, Processing of Applications and Preparation of Results were developed.

Conclusion

24.44. Wide-ranging initiatives have been taken in e-Governance and the programmes are under implementation for some years. What is needed now is to ensure that they are all completed and become fully functional in the coming year and are mutually compatible, so that the benefits are actually desired by the public and the next steps in e-Governance can be taken.

Annexure

MGP INITIATIVES APPROVED FOR IMPLEMENTATION

SL. NO.	DEPARTMENT	INITIATIVE
I	Personnel & Administrative Reforms Department	<ol style="list-style-type: none"> 1. Simplification of Rules for faster implementation of decisions in government. 2. Service Delivery Policy for Secretariat and selected Departments. 3. Monitoring of approved recommendations of the Administrative Reforms Committee with fast track implementation of selected initiatives on Service Delivery Improvements. 4. Performance Based Systems in Civil Service. 5. Design and Implementation of State Civil Service. 6. Functional Review.
II	Food Civil Supplies and Consumer Affairs Department	<ol style="list-style-type: none"> 1. Fostering quality consciousness amongst consumers.
III	General Administration Department.	<ol style="list-style-type: none"> 1. Information access integrated into workflow in Secretariat and other offices with supporting working environment. 2. Implementation of Integrated Payroll and Personnel Management System (PPMIS)
IV	General Education Department.	<ol style="list-style-type: none"> 1. Community led Quality Monitoring in Government and Aided Schools with built in accreditation systems to reflect quality of education. 2. Reassessment of Student strength in Government and Aided Educational institutions. 3. Impact of aided school teachers simultaneously functioning in elected political positions and as teachers on quality in the education system. 4. Strengthening Vocational Education – Trade upgradation and teachers' skill improvement. 5. Quality improvement issues in Higher Secondary Education.

V	Industries Department	<ol style="list-style-type: none"> 1. Implementation of SLPE reforms. 2. Estimation of demand supply gap. 3. Regulatory environment. 4. Capacity building for project preparation in departments. 5. Public awareness campaigns. 6. Entrepreneurship development at School/College levels. 7. Recognizing successful entrepreneurs in the state. 8. Fostering quality consciousness among producers. 9. Review of licensing and regulatory framework. 10. Simplification of procedures. 11. Setting up of business promotion/guidance cells.
VI	Health & Family Welfare	<ol style="list-style-type: none"> 1. Review of Procurement Practices and introduction of computerised inventory management system. 2. Greater financial autonomy for health institutions. 3. Community led social monitoring in public health institutions. 4. Training for health professionals as institution managers and creating a special cadre in the health services. 5. Strengthening health extension interface with Self Help Groups. 6. Study for setting minimum standards and costing in government health institutions. 7. Finalization of referral protocol. 8. Formulary for drug prescription.
VII	Information & Public Relations Department	<ol style="list-style-type: none"> 1. Right to Information Act and Rules.
VIII	Information Technology Department	<ol style="list-style-type: none"> 1. IT based information exchange through Akshaya centres. 2. Knowledge based Decision Support System for a transparent e-Governance in Kerala. 3. Creation of knowledge archive for government secretariat. 4. Human resources for e-Governance.

IX	Institute of Management in Government.	1. Comprehensive training programme for civil servants.
X	Labour and Rehabilitation Department.	1. Design and Implementation of Measures.
XI	Local Self Government (Rural) Department.	<ol style="list-style-type: none"> 1. Action Research Project through Beacon Panchayats. 2. Empowering/enabling Community Development Societies to assist in poverty database and anti-poverty sub plan. 3. Asset Management Plans. 4. Guidelines for Public Private Partnerships. 5. District Level Sectoral Plans for Health and Education. 6. Community Rehabilitation Plans for Physically and Mentally challenged. 7. Special Plan with focus on connectivity. 8. Service and Performance Standards Integrated into Citizens' Charters. 9. Designing and Establishing Monitoring Systems. 10. Replication of best practices. 11. Specialisation of Extension Machinery. 12. Incentives for good service delivery in LSG institutions. 13. Identification of opportunities for LED and implementation in LSGs. 14. Identification of micro enterprise opportunities for poor. 15. Guidelines on capacity building for LED . 16. Social audit – design and implementation. 17. Fund releases linked to compliance with audit findings. 18. New office management system. 19. Management manuals. 20. Procure manual. 21. Public work manual for LSGs. 22. IT plans for LSGs. 23. Budgeting in LSGs. 24. Accounting in LSGs. 25. Resource mobilisation by LSGs. 26. Revamping administrative arrangements and designing of a senior management model for LSGs. 27. Training Needs assessment for elected members and officials and action plan with resource requirements produced. 28. Road map for LSG, personnel policy with specific referrals to recruitment, assignment of work, performance reviews control, placement and capacity building. 29. Rationalisation of LSG and RD Functions. 30. Integrated policy framework for LSGs. 31. Parallel schemes and structures brought within LSG framework.

XII	Local Self-Government (Urban) Department.	<ol style="list-style-type: none"> 1. Propagation of holistic waste management system with emphasis on incentives mechanisms. 2. R&D for appropriate technologies. 3. Regulation for management of institutional waste change. 4. Accreditation and training of rag pickers. 5. Town and country planning legislation.
XIII	Planning & Economic Affairs Department.	<ol style="list-style-type: none"> 1. Development and application of Entitlement Index. 2. Public monitoring of poverty levels and tracing of fund flows with the poor. 3. Design & Implementation of Result based Planning system. 4. Enhancing entitlements based on severity of poverty reflected through the index. 5. Implementing approved policy on long pending infrastructure projects.
XIV	Social Welfare Department.	<ol style="list-style-type: none"> 1. Social Security Schemes for destitute and disabled.
XV	Store Purchase Department.	<ol style="list-style-type: none"> 1. New procurement procedures.
XVI	T r a n s p o r t Department.	<ol style="list-style-type: none"> 1. Public Transport policy. 2. Safety considerations in road transport.
XVII	Water Resources Department	<ol style="list-style-type: none"> 1. Integration policy for sanitation and water resources. 2. Unified water resources policy in the context of decentralisation. 3. Deployment and capacity building for WATSAN unit in water resources sector. 4. Popularisation of rain water harvesting. 5. Special projects in difficult areas. 6. WATSAN facilities for unauthorised occupants of public lands. 7. Framework for cost estimation and determination of user charges. <p>Management of drinking water wells in local communities.</p>