

# INFORMATION KERALA MISSION (IKM), KERALA

Best Practice on  
Institutional Setup



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## **1. Introduction**

- 1.1. Information Kerala Mission (IKM), an autonomous institution under the Local Self-Government Department, Government of Kerala has been set up with a mandate to strengthen the local self-governance through ICT applications. It is the largest and most comprehensive local body computerization initiative in the country, which envisages computerizing and networking the 1209 local self-government institutions in Kerala.

## **2. Vision & Mission**

- 2.1. IKM addresses the entire gamut of issues concerning local body governance, decentralized planning, and economic development at local economic development.
- 2.2. IKM Methodology places people at the helm of affairs and focuses on capacity building and empowerment as the mechanism for improving performance. Emphasis is placed on demystification of technologies by establishing adequate technical support systems. It is not only about computerizing the local bodies, it is the technology application for improving productivity, ensuring better service delivery, that guarantees faster and objective decision-making, thereby enhancing accountability.

## **3. Objectives**

- 3.1. To transform local bodies into effective institutions of self-governance by providing transparent, efficient, and responsive mechanisms for governance and citizen service delivery at local bodies in a time-bound manner.
- 3.2. To develop synergies with local ICT institutions to involve them in strengthening such e-governance initiatives.
- 3.3. To establish a mechanism for automating and monitoring various operations at the local body level like plan monitoring and management, accounting, finance, public services, purchase, works, and other e-governance-related tasks, thereby making a quantum leap in accountability, transparency, and efficiency in public service and considerably strengthening the social security network.
- 3.4. To improve revenue generation, resource identification, and utilization capabilities of local bodies and provide inputs to bring about substantial

administrative reforms and modernization of government through re-engineering of business processes.

- 3.5. To provide continued technical support to ensure network applications are up and running throughout, through district/ state level help desk

#### 4. Work Mandate

- 4.1. An integrated e-governance solution (ILGMS) for rural and urban domains with SSO and a single app for all citizens
- 4.2. Development and pilot deployment of K-SMART 1.0 in urban local bodies based on UPYOG
- 4.3. GIS Integration with all applications wherever necessary
- 4.4. Migration to public Cloud with disaster recovery
- 4.5. Integrate all payment modes to e-Governance applications.
- 4.6. Development of GIS-based web / mobile applications on project control, resource utilization, and waste management (for all applications in Kerala)
- 4.7. Developing a single mobile app for ILGMS 3.0 to empower employees and citizens.
- 4.8. Training in Emerging Technologies for IKM employees.
- 4.9. IT Infrastructure upgrade.
- 4.10. Asset Management Software integrating depreciation.

#### 5. Organizational Structure of IKM

- 5.1. The following shall be the authorities of IKM:
  - 5.1.1. **Governing Body** - This is the apex Authority of IKM which in accordance with the Bye-Laws, Rules and Regulations, will control and manage the affairs of IKM including the formulation of appropriate policies and strategies.
  - 5.1.2. **Executive Committee** - This committee shall be responsible for the administrative, technical, and financial management of IKM for periodic reviews, monitoring of the activities, and for taking remedial measures, as deemed fit. The members will be all

administrators of all allied depts - LSGD, IT, Finance, NIC, ED, and one nominated member.

- 5.1.3. **Audit Committee** - This committee will be appointed by the Executive Committee for the audit of all financial/accounts and all other transactions attracting expenditure.
- 5.1.4. **Project Committees** - The Executive Committee is authorized to form Project Committees, which are technical in nature with the appropriate number/ level of members for each Project/Programme
- 5.1.5. **Executive Director** - The Executive Director shall be the Chief Executive Officer of the Society. He shall be appointed by the Government for the period and on the terms and conditions as the Government may deem fit.

5.2. Figure 1 below shows the visual representation:

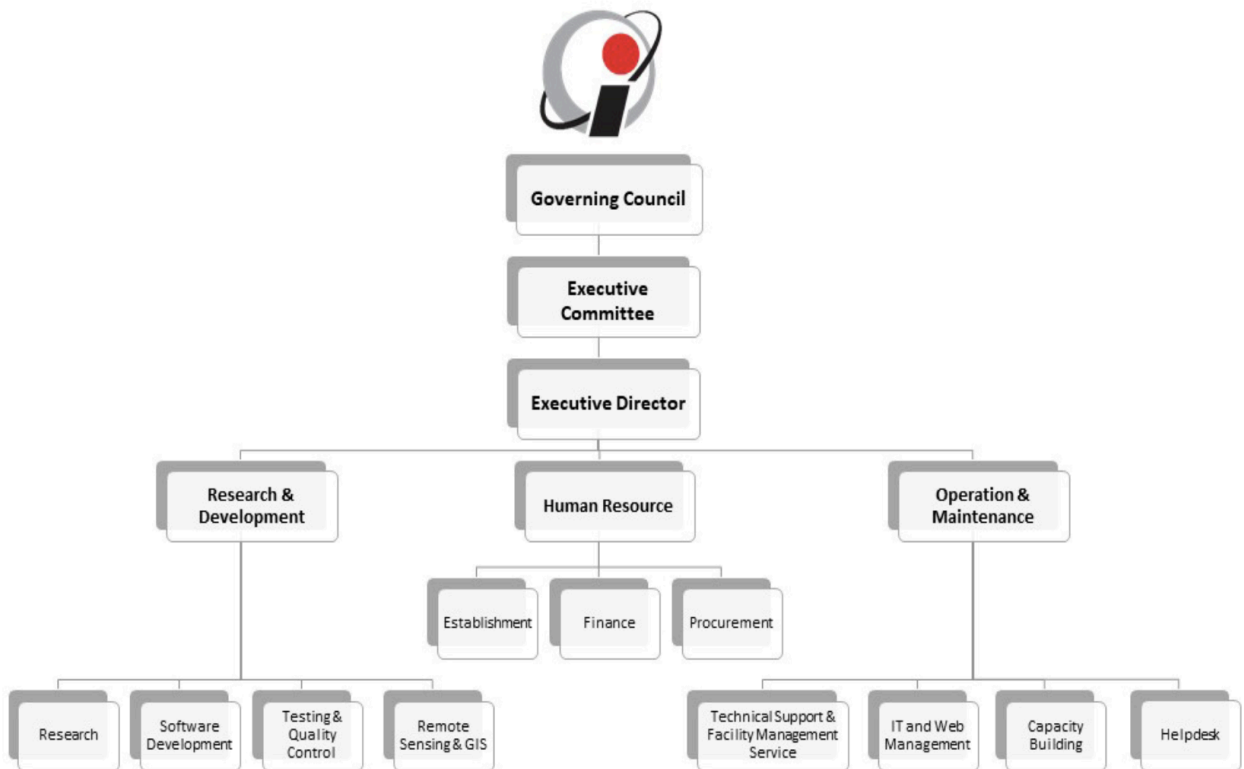


Figure 1: Organizational Structure of IKM

5.3. The breakup of technical resources at Headquarters and in the field team is depicted in Figure 2 and Figure 3 respectively.

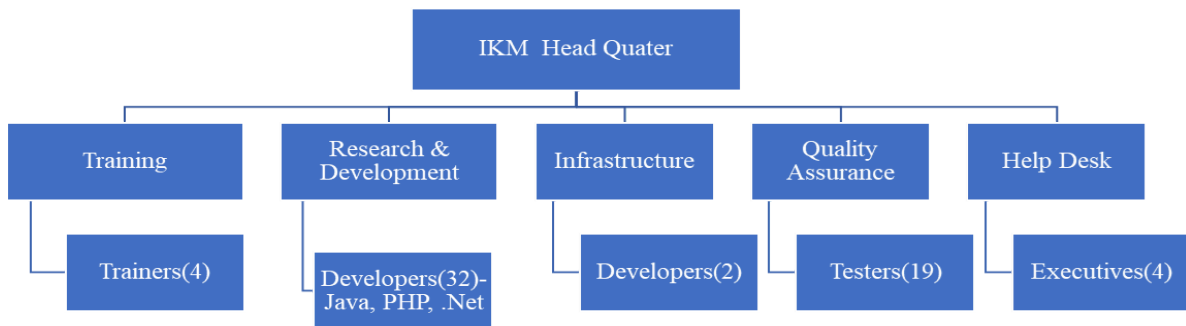


Figure 2: Technical resources in IKM Headquarter

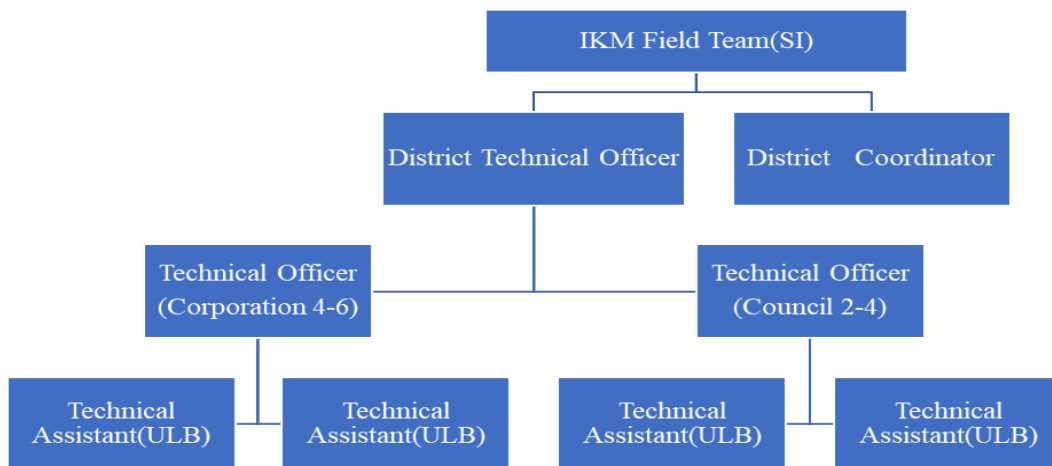


Figure 3: Technical resources in the Field team

## 6. Bylaws/Rules of Business

6.1. The bylaws/rules of business of the IKM are clearly defined. These include-

- a. Definitions
- b. Authorities of IKM and their details with functions, schedule of meetings, and roles and responsibilities of the members
- c. Budget with details of funds procurement, utilization, audits etc.
- d. Rules and regulations

## 7. Roadmap with Timelines

7.1. The IKM team assessed the current status of the delivery of online services and e-governance. Figure 4 below shows the current scenario:

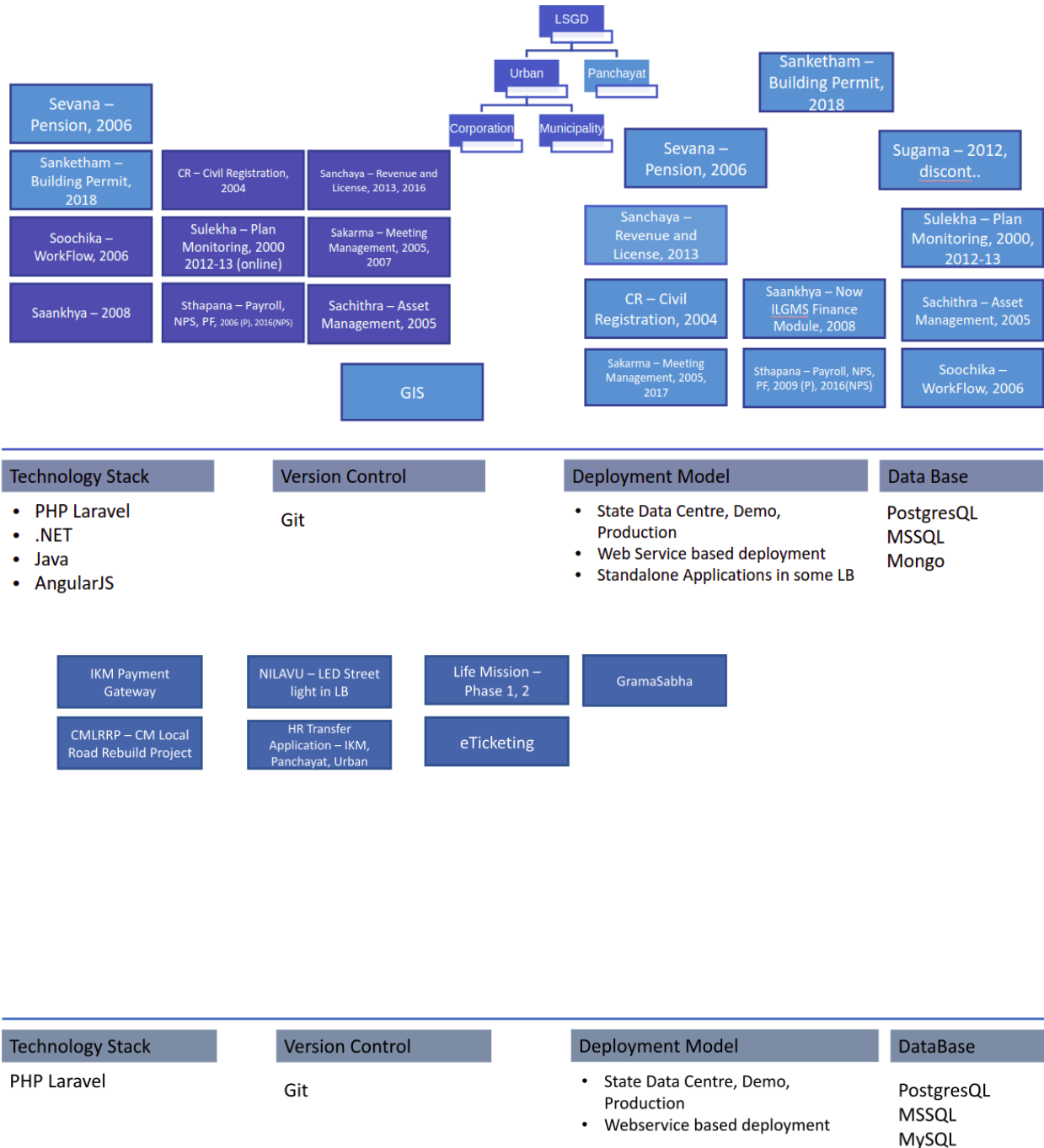


Figure 4: Current scenario of delivery of online services in Kerala

7.2. Then a clear implementation plan with timelines for the implementation of Trade License and PGR modules was prepared to address the development of the modules. The same is shown in Figure 5.



Figure 5: Implementation plan with timelines

## 8. Budget and Funds

8.1. It is recommended that a robust system of funds is established for the implementation of the NUDM with proper support from the State / UT.

8.2. The sources of funds for the Information Kerala Mission are given below.

8.2.1. **State Plan Fund:** utilized for the programs approved in the Annual Plan with an **FY cap of 8 crores** with allocation on a need basis.

8.2.2. **Own Fund:** Each Local Body has to share a certain percentage of their yearly allocated money to IKM from their FY budget.

- Corporation, Municipal council, and Grama Panchayat 0.25%.
- District Panchayat and block panchayat 0.1%

For instance, in the FY 2021-22- the own fund from Thiruvananthapuram MC is 54.00 Lakhs, and from Kochi is 21.00 Lakhs.

- 8.2.3. **Special Project Fund** (Other Project Fund) was obtained from Kochi Smart City for ULB software application development with an amount of 23 Crores.
- 8.2.4. Utilization of the State Plan Fund, IKM Own Fund is controlled by the Budget Proposals approved by the Executive Committee, Governing Body, and Government.
- 8.2.5. For context, IKM had received a total amount of Rs.32,07,49,888/- against the following Project Categories during 2019–2020.

#	Category	Amount (in Rs.)
1	State Plan Fund	161,266,447
2	Operating Fund	157,336,921
(a)	Corporations	1,89,02,435
(b)	Municipalities	2,44,31,413
(c)	District Panchayat	98,37,249
(d)	Block Panchayat	1,02,21,249
(e)	Grama Panchayat	9,39,44,575
3	Corporations	-
4	Municipalities	1,000
5	District/Block/Grama Panchayats	304,229
6	Other IKM Projects	1,841,291
	Total	320,749,888

## 9. Recruitment Strategy

- 9.1. **Flexibility:** IKM has full flexibility to define the job descriptions, skills as needed for a project. It engages with third-party companies for developing applications in a hassle free manner
- 9.2. **Transparency:** Open mode recruitment advertisement and transparent interview process with external interview panelists.

- 9.3. **Remuneration:** IKM has the flexibility to decide the remuneration for a position as per their skillset.
- 9.4. **Contract Management:** Contract agreement with employees can be extended based on performance. Contractual employees can be converted to regular employees based on performance.
- 9.5. **Quick Hiring:** Hiring process is generally closed within a week and offer letter will be given in a week time.
- 9.6. **Upskilling:** 98% employees are permanent in IKM and periodic upskilling is done to keep their skillsets at par with ecosystem needs.

## 10. Key Takeaways for States/UTs

- 10.1. Setting up a formal and dedicated organization structure at the state-level, comprising skilled personnel with proficiency in technical, financial, and project management domains.
- 10.2. Creating a viable and sustainable revenue stream with the backing of the State/UT government.
- 10.3. Organizations should be agile, ensure effective talent management, and stay aligned with the dynamic needs of the ecosystem.

## Annexure-1: Structure of IKM

1. The following organizational structure was recommended for implementing e-governance projects of local governments through IKM:

No.	Wings	Abbreviation
1	Research and Development	R & D
2	Operation and Maintenance	O & M
3	Human Resources	H R

2. The above wings can be further divided into 10 different Divisions based on the responsibilities assigned.

### 2.1. Research and Development Wing:

No.	Divisions	Responsibilities
1	Research	Intellectual input and preparation of System Requirement Studies
2	Software Development	Software development
3	Testing and Quality Control	Validating and verifying that a software program or application or product is ready to be released
4	Remote Sensing & GIS	Digital database generation and supervision

### 2.2. Operation and Maintenance Wing

No	Department	Responsibilities
1	Technical Support & Facility Management and Service	Field-level application support, Assessment of Purchase Requirements and Management of ICT equipment of LSGIs, networking infrastructure, and AMC
2	IT and Web Management	Design, configure, administer, and optimize networks, Management & monitor virtual and physical servers at SDC, Website management, Database Management

3	Capacity Building	Training and quality improvement programmes
4	Help Desk	Responding to calls pertaining to problems in the field, reporting bugs to the software team, and following up

### 2.3. Human resources

2.3.1. Recruitments are on a 1 to 5-year contract basis and based on the project needs.

Division	Group	Sanctioned posts
Executive Director		1
Directors (Technical)		1
Director (Implementation)		1
Implementation		17
Line of Business Enterprise		56
Software Development		44
Training		7
TSIM	Helpdesk & Testing	294
	GIS	
	Web	
	Field (DCs)	
	Field (DTOs)	
	Block Panchayat	
Corporate Management	Accounts	19
	Purchase & Works	
	Administration	
	Total	440

2.3.2. The above list of staff includes the core staff of IKM stationed at Headquarters, and the staff deployed in Block Panchayats, Municipal Corporations, Municipalities, District Panchayats, and District Planning Committee offices for providing local-level hand-holding support.