CHAPTER IX

SUMMARY AND CONCLUSION

The progress in and application of Information and Communications Technologies (ICT) and their related infrastructure apparatus on governance have transformed the life of citizens in modern society. E-Governance refers to the use by government agencies of information technologies that have the ability to transform relations with citizens, businesses, and other arms of government. These technologies can serve a variety of different ends such as better delivery of government services to citizens, improved interactions with business and industry, citizen empowerment through access to information, or more efficient government management. It enables active citizen involvement by informing the citizens, representing the citizens, encouraging them to vote, consulting them as required and encouraging their participation. The process improves the communication between administrations, citizens and businesses leading to improved governance, public sector management, less corruption, increased transparency, greater convenience, revenue growth, and/or cost reductions, access to economic and social opportunities thereby bridging the digital divide within a society and between countries. Thus the advancement in E-governance not only acts as an engine for economic growth, it also enhances the potential for the delivery of social services and the effectiveness of government administration for good governance to maximize the welfare of people in an inclusive way.

The impact of E-governance is felt in all layers of governance from village level to national and global level. As local governance is a directly experienced reality of citizens and decentralised planning is its fundamental building block, any change in the mode of interaction and exchange of information and services at this level between individuals and state will have greater ramifications. There is direct and close interlink exists between decentralised planning and application of E-governance initiatives. The degree of success of Decentralised planning highly depends on E-governance operation of the Local Self Governments. The rapid development of E-governance has become imperative for smoothening public service delivery. The theories focus on attaining new
governance paradigm and aims to establish good governance which incorporates decentralisation as one of its principal elements. The E-governance initiatives in decentralised planning made the service delivery more smooth, improved the efficiency and transparency, rationalization and simplification of regulation and procedures, provided the people an opportunity for participating in the decision making process of administration. However, not much empirical research has been done in the Indian context to understand the relation between E-governance and decentralised planning. The empirical and theoretical studies in other parts of the globe asserted that various objectives of decentralised planning like enhancement of efficiency, improvement of transparency by avoiding corruption, more responsibility and accountability, higher participation and equity can be made possible through the better application of E-governance.

International experience of E-governance shows that countries from European Union are highly advanced in E-governance implementation. Countries like Norway, Denmark, and Sweden etc are using E-governance for all area of service delivery. Creation of a user-oriented administrative services and establishment of a cost-effective, efficient administration are considered as the major objective of E-governance programmes for developed countries. As a result of that incidence of corruption is lowest in these countries. A single service window that provides information on all government offices, which are linked together into an integrated internet portal site that represents the government, is the common mode of E-government practices among all nations. Among the Asia Pacific countries, Australia and New Zealand are utilizing E-governance excellently. Recently, South Korea’s E-governance systems received worldwide recognition and helped the country to attain the top position in E-readiness index. Most of the developing countries from South Asia and Africa experienced lower progress in the adoption of E-governance system. Thus international experience of E-governance indicate that countries with advanced E-governance system enjoys higher accountability, lower corruption, high response and more efficiency as compared to other countries.
Though, the position of India in E-readiness index is only 58th at global level, it has been in vortex of a large scale implementation of E-governance programme which will have far reaching impacts on all walks of social life of people. The efforts of the National Informatics Center (NIC) to connect all the district headquarters is considered very significant for the development of E-governance in India. Information Technology Act 2008 was the first policy or institutional framework for IT, though there was no integrated document for reference and certain key issues such as privacy and security were not given thrust. The objectives of E-governance in India is envisaging SMART (Simple, Moral, Accountable, Responsible and Transparent) government at the central and state level. National E-governance Action Plan lays the foundation and provides the impetus for long term growth of E-governance within the country. The NeGP formulated 27 MMPs and the projects are clearly defined. The project have measurable outcomes and service-levels, and have well-defined milestones and timelines for implementation. It covers almost all areas of administrations and departments. Computerisation of Panchayat is also one among the twenty seven MMPs.

India is facing the problem of fund availability for the creation of adequate infrastructure for sophisticated E-governance programme. Budget allocation for E-governance programme is also scanty in nature. As a result of that India’s position in the E-Readiness Index is too low. Majority of Indian States are reluctant to adopt E-governance system because of disinterest in change-management. Low rate of literacy and very low E-literacy rate compel the authority to construct an E-governance system which is exclusively supply side driven. But the attainment of seamless position requires supply-demand equality. It seems that attainment of seamless position of E-governance is practically difficult at least till the end of the decade.

Among the Indian States, South Indian states practice highly developed E-governance system. All these states achieved top position in the E-Readiness assessment of India. Major E-governance service delivery projects are: E-Seva and SMART projects in Andhra Pradesh, Bhoomi Projects in Karnataka and SARI Projects in Tamilnadu. Among the North Indian States, Delhi stands in the first position followed by Gujarat.
Majority of the service delivery projects are formulated on the basis Public Private Partnership and non service delivery projects are owned and operated by government exclusively.

In the state of Kerala, a large number of E-governance programmes are being implemented in various areas of governance through public institutions and public-private participation. The E-governance initiatives named Fast Reliable Instant Effective Network for Distribution of Services (FRIENDS) to create a single window, enabling the citizens to pay taxes and other utility payments, the Akshaya project through Panchayat Raj institutions to bridge the digital divide by involving private enterprise in the development of training institutes and content generation, the Secretariat Wide Area Network (SWAN) for automation process of state secretariat with line department across the state, Service and Payroll Administration Repository for Kerala (SPARK), the web based personal administration and account software for government employees in Kerala etc are E-governance programmes worthy for a special mention in addition to innumerable highly helpful individual department level E-governance programmes. A large number of institutions specially designed for the propagation of E-governance initiatives have actively involved in this movement. The efforts of institutions such as Centre for Development of Imaging Technology (C-DIT), Kerala State Information Technology Mission (KSITM), Indian Institute of Information Technology and Management –Kerala (IIITM-K), Kerala State Electronic Development Corporation Limited (KELTRON), Institute of Management in Government (IMG) and Information Kerala Mission (IKM), provide the strength and sharpness of spearheading the movement in every nook and corner of the state.

The recent progress in the implementation of E-governance initiative in democratic decentralised planning process is a significant step of ICT application in governance space of the state. Even though, the state of Kerala witnessed several setbacks in the evolutionary process of decentralised planning, it is one of the prominent states in India that has evolved a methodology of decentralised planning and sought to implement it after the enactment of the Kerala Panchayat Act and the Kerala
Municipality Act in 1994 consequent to the 73rd and 74th Constitutional Amendments in 1992. Most of the first generation problems such as the difficulty in convincing the political and administrative elites for the need of decentralisation, and transfer of resources to local governments, clarity in functional domain of various layers of decentralised governance have been sorted out to a great extent in Kerala. Now the vexing issue is resolving the second generation problems of improving efficiency and effectiveness, designing of incentives for stakeholders to align their interests with those of society as a whole and ultimately of creating institutions that lead to sustainable welfare of local people.

The ultimate objectives of decentralised governance can be fulfilled only if the local people are taken into confidence in governance process. The development administration at local level has to ensure the participation of everyone in the society, enhance accountability of governance authority, responsiveness of civic society in discharging their responsibilities in connection with societal development, efficient mobilisation and utilization of resources for the wellbeing of society and implement the long cherished goal of equity and inclusiveness. The E-governance initiatives being implemented in decentralised governance have been hailed as a panacea for many ills which are afflicting the body of democratic society of the state. The implementation of various E-governance programmes made deep intrusion for the sustenance and protection of building blocks of democratic decentralised planning of efficiency, transparency, responsiveness, participation, accountability and equity aspects. It is high time for an evaluation of impacts of E-governance initiatives on the above mentioned dimensions of local level planning and identifying the critical success factors to steer the course of E-governance towards desired path.

Specific to decentralised planning level, the important E-governance programme being implemented in general for the entire Local Self Government Institutions in Kerala are: Sulekha to handle the issue in plan project monitoring, data acquisition and consolidation; Sevana for registration and issue of certificates of birth, death and marriage; Sanchita as a repository of legislations, executive orders, promulgations,
judgments etc; Saphalya for employment information system; Sahata for revenue collection at the local bodies; Sanchaya for revenue management at local body level; Soochika for work flow based file tracking mechanism; Sankhya for accounts and finance management; Sthapana for human resource management, Sakarma for decision support system, Sugama for management information system for purchases and works; and Sammohya for integrated citizen database. Among these Sevana, Sulekha, Sankhya, Stapan and Sanchaya are implemented in majority of Panchayats in Kerala either on online or offline mode under the supervision of IKM. These E-governance programmes play an important role in achieving the decentralised planning by a vertical and horizontal integration of various administrative layers of planning.

The impact of these E-governance initiatives on decentralised governance is evaluated with the help of a sample of three Panchayats in Thiruvananthapuram namely Karakulam, Vellanad and Perumkadavila. The degree of E-governance programme implementation is at different levels in these Panchayats and on this basis, the selected Panchayats of Karakulam, Vellanad and Perumkadavila respectively belong to most developed, moderately developed and backward in E-governance implementation progress. The secondary data with respect to own fund mobilisation, project fund utilization including grants from higher authority, the number of projects implemented and carry over project implementation etc. clearly shows a positive correlation between the progress in implementation of E-governance programme and achievement in the above mentioned factors. With respect to the own fund collection drive, utilization of project funds and number of developmental projects visualized and implemented, Karakulam Panchayats has an edge over other Panchayats which have lower progress in implementation of E-governance programmes.

The present empirical study reveals that majority of sample population depends on Panchayats as beneficiaries of various services. A sizeable percentage of respondents in all selected Panchayats responded that the E-governance is much helpful for availing the services offered by LSGs. The respondents have varying perceptions on the quality of existing E-governance initiatives at Panchayats. The largest percentage of respondents
from Karakulam Panchayats has very high satisfaction on the existing E-governance quality compared to other Panchayats, indicating that the quality of services improves in accordance with E-governance progress. The majority of sample respondents from all selected Panchayats are very unanimous that E-governance improves the welfare of rural people through impersonalisation of services, courteous and friendly behavior of functionaries and minimization of paper work while availing services.

The respondents have varying information levels on various civic and development functions performed by Panchayats. Education and economic status in terms of income and landholding size have paramount influence in determining the awareness on knowledge regarding various functions performed by LSGs. Also, the specific characteristics of Panchayats can influence the local residents about the awareness on various activities of Panchayats. The technological innovation adopted in the process of decentralised planning particularly the implementation of E-governance initiatives speed up the information flow between Panchayats and local residents.

The effectiveness of decentralised planning depends on how quickly these services are delivered to needy people. People always desire to get a service at a minimum effort including minimizing the number of visits to service provider’s destinations. The general situation shows that the number of visits made to Karakulam Panchayats for availing various services is lower as compared to other Panchayats. It implies that the speed of activities is governed by the speed with which the E-governance initiatives are implemented in various service deliveries.

The important pillars of decentralised planning are efficiency, transparency, responsiveness, participation, accountability and social and gender equity. The success and effectiveness of decentralised planning depends on how effectively these policy objectives are achieved. The efficiency variables such as quickness, accuracy, reliability, cost, promptness, easiness, monitoring, direct contact, flexibility of time and timely reporting reveal that the implementation of E-governance initiatives have improved these aspects of efficiency of service delivery in all Panchayats. The efficiency in formulating
plan projects through E-governance is multiple times higher than that of manual system. Time taken for service delivery and correction in the certificate issued by the Panchayats has reduced to a very great extent. Even though at present, cost of service is not reduced much, there is a possibility for reduced cost in future once adequate data backup will be completed. Within the efficiency parameters, the reliability, promptness and timely reporting of information have received higher positive changes as compared to other aspects. The revealed opinion scales on various efficiency parameters are not uniform across various socio-economic groups and Panchayats. The receptivity and realizing the benefits from the improvements of the efficiency of service delivery due to the implementation of E-governance are determined to a great extent by the variation in gender status, education level, economic status reflected in income and land holding size and the progress in implementation of E-governance initiatives at Panchayat level.

Dissemination of information provides transparency and empowers citizens to ensure accountability and prevents the administration from indulging in corrupt practices. Even though people resort to the means of bribe to get various services done, the practice of bribery has been significantly reduced after the computerisation of various services. The transparency in decentralised planning is assessed with the help of clarity and simplicity, complaint handling, invoking the citizen chart, improvement in front office management, transparency in decision making of Grama Sabha, social auditing, access to budget information, and identification and selection of projects and beneficiaries. Significant proportions of responses are in favour of increasing transparency in decentralised planning of activities. The level of achievement of transparency is not perfect or symmetrically distributed among various socio-economic and spatial characteristics. Despite the negative fallout of lack of transparency in the form of corruption exists in the process of decentralised planning at local level, there has been significant improvements in transparency in various aspects of civic and development functions. In the area of project identification, selection of projects, identification of beneficiaries and Grama Sabha decision making, people have gained a lot from transparency. The intensity of transparency level has not been uniform across various socio-economic factors. There exists significant variation in transparency levels among
various education groups, age groups, income and land holding size groups. However, between male and female sample population and among various caste categories, the variation in scale for assessing the transparency is not very significant. The mean value of transparency index also varies across various groups. In the case of Karakulam except with education aspects, the differences in mean value of transparency index is not statistically significant. In Vellanad Panchayat, there exists statistically significant difference in transparency index with respect to various caste, education, income and landholding size groups. In Perumkadavila Panchayat, the variation in mean index of transparency is only with gender status. Thus, in general, the trend reveals that the transparency level improves with the E-governance initiative with lesser intensity variation among various socio-economic groups.

A hallmark of good governance is whether the citizen can influence the initiation of policies and support the existing governance system by providing the needed feedback of public. People can become more responsible by way of providing the needed feedback of changes in development policies and practices, improvement in the ability of people in influencing policies, rules and regulation of development activities, support from the part of individuals on innovative practices such as E-governance initiatives, changing the attitude of employees, impersonalisation of services of LSGs, timely lodging of complaints about grievances and its follow up actions etc. These changes on the one hand make the local people more responsible to act as good citizens and on the other hand enhance the process of decentralised planning mechanism. The results reveal that the responsiveness of individuals has improved greatly after the introduction of E-governance. The positive change in responsiveness is very high on giving feedbacks to Panchayat authorities, follow up action based on feedback, following the present rules and regulations of Panchayats and providing correct information. There exists variation in responsiveness among various socio-economic groups between selected Panchayats. In Karakulam, the variation is significant only with respect to income and landholding size. In Vellanad, there exists variation among various education groups, income and landholding groups. At the same time, in the case of Perumkadavila Panchayat, the
variation in responsiveness is significant only with respect to gender status and education levels.

Participation of people is required for project formulation and implementation at LSG level. Theoretically E-governance initiative enhances the confidence of people to participate in decentralised planning process in various ways. Installation of E-governance requires huge funds and in order to supplement government burden, private sector can be allowed to participate in E-governance programme. There is a widespread belief that E-governance enhances the capacity of beneficiary group through better identification, improving the quality of social auditing via qualitative data management and enhances women’s participation through proper allocation of fund under Women Component Plan. In addition, the implementation of E-governance initiative enables to assess the beneficiary contribution easily and which may promote the confidence of people in participating development activities. In addition to that, encouraging the participation of unemployed and retired people in the local level planning can supplement the public resources for the betterment of the local economy. The response on participation indicates that there is improvement in participation of general population, women and SC/ST population in various plan formulation and also in the Grama Sabha meetings. The change in participation level is not uniform across various socio-economic groups. In the case of Karakulam, in addition to achieving higher level of participation, the variation in participation between male and females, various caste, income, age, education and landholding size groups are not significant. In the case of Vellanad, there exists a significant variation of participation level among various caste, income and landholding groups. In the case of Perumkadavila the variation in participation is only with respect to gender status and education.

The accountability status of authorities towards society and individuals is another corner stone of decentralised planning. The accountability parameters include maintaining confidentiality of data, security of data, social auditing, environmental auditing, disaster management, accountability of monitoring committee, budget preparation, accountability in updating of data, revising rules and regulation etc. The
accountability of all these parameters has improved in all selected Panchayats. In all Panchayats, the variation of satisfaction from accountability of Panchayats has not been significant among various socio-economic groups.

One of the important goals of decentralised planning is maintaining both social and gender equity for an inclusive pattern of development. In the case of social and gender equity aspects also, there has been a significant improvement at Panchayat level after the E-governance initiatives.

Within the Panchayats, there exists a significant variation in the status of various dimensions of decentralized planning. In all dimensions, the status of Karakulam is very high compared to other Panchayats. Among the indices of E-governance, gender equity index is highest in all Panchayat. It implies that one of the important factors which influence the aggregate index value of E-governance is the level of achievement in gender equity aspects. After gender equity, the satisfaction from participation is another significant factor influencing the overall level of E-governance. The lowest achievement among various components of E-governance is in the field of accountability and improvement in social equity. The variability analysis shows that except in the case of social and gender equity; there exists a significant difference in values of all E-governance indices between Panchayats. Also, it is noticed that the value of E-governance indices are higher in the Panchayat where E-governance initiatives are on a higher level. This reveals the fact that one of the critical factors, which determine the difference in the achievement of decentralised planning goals at Panchayat level, is the variation in the successful implementation of E-governance initiatives.

The Principal Component analysis shows that the relative influences of various components in the overall improvement in decentralised planning happens as a result of E-governance initiatives. After the overall progress in E-governance, the social and gender equity aspects explains the maximum variation in the achievement of E-governance. While accountability comes as the third Factor in Karakulam, efficiency factor is counted as third Factor for Vellanad and Perumkadavila Panchayats. While the
efficiency is the next significant factor creating largest variation in decentralised governance in Karakulam Panchayat, it is the accountability factor in Vellanad and Perumkadavila Panchayats. As the fifth factor, responsiveness, participation and transparency are respectively counted in Karakulam, Vellanad and Perumkadavila Panchayats. The aggregate percentage variation explained by all Principal Components explain the contribution of parameters of decentralised governance augmented by ICT on improving the satisfaction of the local residents. The results pointed towards the fact that in those regions where the E-governance process witnesses a speedier implementation, the significant proportion of change in satisfaction is explained by these parameters of E-governance at local level. At the same time, in Perumkadavila Panchayat which is relatively at lower level in E-governance scale, a significant proportion of customers’ perceptive on decentralised governance is explained by other factors disassociated from factors considered in the above analysis.

The critical success factors and its performance are considered as key indicators to measure the degree of success of E-government. It is defined as those factors responsible for the successful implementation of E-governance. The important critical success factors identified are institutional, technical, managerial, people, employees and cultural factors. Among the various factors, the positive change in cultural attitude and employees’ factors are more developed compared to others. The role played by these factors is highly responsible for the present successful implementation of E-governance in Kerala at local level. The least developed critical success factor is the needed institutional change including infrastructure improvements.

Out of total variation in the development of critical success factors, the managerial and employees factors accounts nearly 54.43 percentage of total variation. The development of institutional factors contributes nearly 12.96 percent of the development in critical success factors. The cultural factor nearly accounts 7.99 percent of total variation. The development in people centered aspects contributes 6.97 percentage of total change in critical factors.
The identification of Strength, Weakness, and Opportunity and Threat factors is a crucial step in prescribing policy measures for successful E-governance initiatives. The present degree of better and quicker service delivery, leverage of large amount of funds to local bodies from higher authorities and public’s pressure for more accountability are top most strength factors of E-governance initiatives in the decentralised planning process of Kerala. Among the weaknesses of the E-governance in decentralised planning, the improper training to employees and elected representatives, vested interest on the part of a section of politicians and the lack of integration of backend process with front end and web sites. The paucity of funds is not taken as serious weakness in the promotion of E-governance at local level in Kerala. Among the various opportunities, the better possibility of digital inclusion of all sections in the society is paramount. As E-governance is the process of educating the society, it not only benefits the employees, it also benefits the entire society with reduction of digital divide. The E-governance initiative such as ‘Sulekha’ software would enhance the possibility of flexibility and adaptability of plan process in future. In addition, the enhancement of social commitment on the part of employees and possibility of mobilisation of more local resources are other opportunities found with local level E-governance initiatives.

Among the various threat factors, it is the inefficiency of technical assistants that is paramount. Information Kerala Mission (IKM) appoints technical assistants and often their services are not available in emergencies at Panchayats. Unforeseen electricity shortages and the absence of generators are considered as other threats of E-governance. The reluctance on the part of politicians for total computerisation of panchayat, arising out of fear of losing power from transparent transaction, is another important hurdle in the process of E-governance at local level. The threat of hawking of data has received least priority as separate server is used by the IKM to store information.

The analysis results as described above amply demonstrate certain evidence towards either accepting or rejecting the tentative hypothesis of the study. The empirical result on the impact of E-governance initiatives on decentralised planning reveals that there has been an increase in the level of various dimensions of decentralised planning
such as efficiency, transparency, participation, responsiveness, accountability, social equity and gender equity. The percentage of response of improvement of various dimensions of decentralised governance due to E-governance implementation is higher than responses showing a decline. The improvement in decentralised governance is noticed in all Panchayats as a consequence to the introduction of E-governance. Also, the variability in response level of all dimensions is taken into account has high statistical significance. The first hypothetical statement that the E-governance has improved the decentralised governance is proved right beyond doubt.

Even though the satisfaction level of changes in decentralised planning as a consequence of implementation of E-governance has improved for all Panchayats, between Panchayats there exists a significant variation. The empirical result shows that the improvement in status due to E-governance as represented by the various dimensional indices is higher for Karakulam Panchayat followed by Vellanad and Perumkadavila Panchayats. It highlights the fact that those Panchayats which have attained a higher progress in E-governance implementation also witnessed a higher achievement in decentralised planning goals. In addition to that the F-ratio from the ANOVA technique shows that except the social and gender equity indices, there exists a statistically significant variation in other dimensions of decentralised planning between Panchayats. Thus the second hypothesis is also correctly proved that the significant difference in achieving the various dimensions of decentralised planning at Panchayat level is influenced by the progress in implementing E-governance initiatives.

Based on the theoretical and empirical evaluation of E-governance initiatives at local level, the following are certain broad policy suggestions to make it a logical success.

- The success of decentralised planning mainly rest on the efficiency of service delivery and project formulation and implementation. The present E-governance programmes of Panchayats are exclusively supply side driven. The chances of
attaining the seamless position are grim. Therefore, the technology must be
developed which will accommodate both demand and supply driven.

- Efficiency of E-governance initiatives primarily rest on the employees’ efficiency which is determined by the training and experience the employee acquired. But often the training was not up to the mark. Hence it is necessary to provide a comprehensive training to employees.

- E-governance can advance the agenda of governance by enhancing the fiscal reform, transparency, anti-corruption, empowerment and poverty reduction. But the study found that its full potential remains untapped to date. The change-in management is the immediate need of reaping the potentiality. Attitude of employees and elected representatives should be more positive towards E-governance to harness the full potential of the programme.

- One important problem of E-governance is lack of delegation of power. Therefore, power should be delegated to lower authorities. The skill of technical agents appointed by the technical development agency should be enhanced by giving proper and better training.

- The success of E-governance depends on the reduction in digital divide. Government should take more efforts and initiatives to enhance e-literacy in the state which is considered as an important prerequisite of successful E-governance operation especially at the panchayat level.

- The study also noticed that paucity of funds is one important constrains faced by the Technical Development Agencies and the Panchayats. Therefore it is suggested that more budget allocation should be provided to facilitate E-governance activities. Also, Public-Private Participation can be considered for tackling the budget constraint.

- The major pre-requisite for improving service delivery is well defined and updated Citizen Charter. It is recommended that citizen chart should be more updated and properly placed.

- The attitude of the employees plays an important role for the success of E-governance. The study found that a fraction of employees and the general public expressed apprehension about the confidentiality of data, reduction of
employment opportunities and increased cost for running E-governance initiatives. It is suggested that government must take steps to alleviate the apprehension of citizens.

- The study recommends a timely and proper maintenance of E-governance equipments. This may avoid the frequent breakdown and recurrent switching between manual and automated system for service delivery.
- The implementation of various E-governance programmes at local level has been done without a proper system study on the institutional factors that may decelerate the process. Even though a formal system study was carried out, it was more or a less a documentation of the rule-based procedures to be used in local governments. The actual procedures used, or the interests of different stakeholders in following such rule-based procedure, or the likely constraints that may arise in the process of computerisation, seem to have been missed in such a system study. These institutional aspects are to be taken into account also while making system study for implementing E-governance programmes.
- Strict guidelines and directions are to be given to all Panchayats to issue relevant documents through the implemented software at Panchayat level. All Panchayats should be given a stipulated time frame for migrating from manual system to the new E-governance system.
- The vertical and horizontal integration of services and institutions has to be strengthened for improving the efficiency of existing E-governance initiatives.
- The information access asymmetry of various sections particularly socially weaker sections can be rectified through the establishment of Kiosks in all Panchayats, which may help the citizens to obtain services and access any information at any time. This may ultimately replace front office management system.
- The interface of E-governance software should be more customer oriented, friendly and local language oriented.
- Establish a mechanism for automating the various operations at the local body level like accounting, finance, public services, and purchase works.
To improve the efficiency in revenue-expenditure administration of LSGs through information technology, the present accounting system should be converted into double entry system.

Establish efficient connectivity system across the State Planning Board, District Planning Offices, Local bodies, State, Regional and District level offices of the Local Self Government Departments.

Develop a mechanism for regular monitoring of the plan targets achieved by local bodies and a plan monitoring and management system.

Out of 12 software developed by Information Kerala Mission for LSGs in Kerala, only four software are installed at Panchayat level generally. The speed of implementation is tardy and hence an administrative restructuring of implementing agencies is needed for a speedy and effective implementation.

Thus, the application of ICT in governance has strengthened all basic pillars of decentralised planning for the economic, social and political wellbeing of individuals. The suggested recommendation and inferences derived from the analysis of secondary and primary data may help the E-governance drive at local level administration to reach a logical end.