

# QUALITY MANUAL

MASTER COPY 1

Prepared based on International standard

**ISO 9001:2015**

PREPARED BY KILA



..... **Gramapanchayath**

..... P.O, Ernakulam-683546

e-mail:.....panchayat@gmail.com

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## 0.2 Distribution of manual

This is an internal document of ..... gramapanchayath. This first copy is published on..... in the panchayath office.

	Copy number	Type of copy
President	1	Master copy
Secretary	2	Controlled copy

Prepared by	Approved by
Secretary	President

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## 1.0 Scope

This quality manual specifies the requirements for the quality management system when the panchayath:

- a) Needs to demonstrate its ability to consistently provide services that meet citizen, and applicable statutory and regulatory requirements, and
- b) Aims to enhance citizen satisfaction through the effective application of the system, including processes for improvement of the system and the measurement of conformity to customer and applicable statutory and regulatory requirements.

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## 2.0 Normative References

The following documents, in whole or in part, are normatively referenced in this document and are indispensable for its application. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies.

- ISO 9000:2015, *Quality management systems — Fundamentals and vocabulary*
- ISO 9000:2015, *Quality management systems — Requirements*
- Panchayath raj act and rules
- Allied Acts and rules
- Right to service act, 2012
- Citizen charter 2018
- Government orders, circulars, gazette notifications

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### **3.0 Terms and Definitions**

For the purpose of this Quality Manual, the terms and definitions given in ISO 9000:2015 apply to this document.

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## 4.0 Context of the Organisation

### 4.1 Understanding the organization and its context

..... Grama Panchayat identifies its external and internal issues through systematic ,strategic and operational planning process and understands how they affect the ability to achieve its intended results.

..... Gramapanchayath is situated in Ernakulam District of Kerala state. More details regarding ..... Gramapanchayath is detailed in appendix 1.

**4.1(a) The major external factors affecting the panchayath:** Panchayath being a service institution for citizens, external factors has a tremendous influence in the day to day functioning of panchayath. Panchayath needs to involve in every issue related to the citizens starting from the personal issues between neighbours to natural disasters like flood. The external issues affecting the panchayath include macro environmental factors like the political, environmental, social, cultural , competitive, technological factors, national, regional and local environment. In addition factors like suppliers and citizens also affect the functioning of panchayath.

<b>External Environment</b>	<b>Influence</b>
<b>Political environment</b>	Stable political environment may ease the functioning panchayath such as good co-ordination between elected representatives,
<b>Economic environment</b>	Unexpected turnoils in financial situation of the state and central government, inflation may affect the plan funds allotment for the panchayath. For example, recent flood calamity has shifted the focus of plan fund for reconstruction of state.
<b>Social environment</b>	Social environment has a strong role in panchayath activities. The various

	social status groups in panchayaths make it necessary to develop project ideas and welfare measures for these groups. There are around 350 ST population and two 'oorukootoms' in the panchayath. Special attention need to be provided to these groups for their development.
<b>Technological environment</b>	Technological environment has started affecting the panchayath activities recently. The panchayath has taken couple of steps in technological up gradation through implementing various softwares like Sulekha, Suchithra, Sankhya etc. As the technological adaptation is in its infancy stage, panchayath is facing various problems like skill shortage, resistance of change, technical issues and lack of efficient support structure. Constant improvisations to tackle these issues need to be adopted by the panchayath.
<b>Ecological environment</b>	Ecological environment influence the functioning of the panchayath. The major portion of the panchayath consists of forest area, and hence consideration should be given to forest protection while considering project ideas and implementation. Panchayat will have to develop projects according to their ecological environment. The natural disaster flood (Aug, 2018), has switched the focus of panchayath activities to rebuild Kerala.
<b>Legal Environment</b>	The panchayath works in a legal surrounding established through various acts and rules. Panchayath is bound to abide the various Governement orders and notifications updated from time to time.
<b>Competitive Environment</b>	Though there is no competition between panchayaths as they have autonomous power, panchayaths may have a healthy competition between themselves in terms of their tax collection, plan execution, implementing innovative project, quality improvement, improving the service delivery period in the citizen charter, better service delivery, infrastructure improvement, and technological up gradation. As higher authorities continuously evaluate the performance of the panchayaths in district and state level, it makes necessary for the panchayaths to keep up their performance. This is also important in developing a good will in the hearts of the citizens.
<b>Cultural</b>	The cultural difference impacts the plans and projects taken up by the panchayath. The presence of ST group, and presence of tourists in Paniyeli



	Poru (famous tourist spot) affects the cultural environment of panchayath.
<b>National, regional and local environment</b>	National, regional and local environment affects the panchayath functioning. Central government schemes like MGNREGS, Swach bharrath mission and their funding affects the projects implementation. Geographical differences in regional and local environment may have a role in the performance of the panchayaths. For example, while implementing building rules, environmental differences may have strong influence. Similarly soil differences affect the agricultural activities, well construction, road construction etc. Population and population density, differences in number of wards etc may create difference in governance and associated services.
<b>Suppliers/contractors</b>	The activities or projects of the panchayath are often implemented by inviting tenders. This mechanism ensures that the quality, cost factors of suppliers are not compromised for subjective reasons.
<b>Citizens</b>	The objective of the panchayath is to ensure the satisfaction of citizens regarding the services. Co-operation of the citizens are equally important in the planning and execution of panchayath projects. The planning of projects starts from Gramasabha meetings and participation of citizens are crucial in developing quality ideas. The lack of total participation of citizens often reflects in quality of project ideas. Similarly during implementation of project like waste management, citizens need to equally supportive.

**4.1 (b) The internal factors** also influence the activities of panchayath. The factors like internal governing system, financial resources of panchayath, physical resources, human resources (skills and knowledge), values, culture and performance of Panchayat have strong influence in the functioning of panchayath

**Structure of Internal Governing System:** According to Kerala Panchayati Raj act passed by Kerala legislative assembly on 1994 has provided several responsibilities and duties to local government bodies in order to serve the people and provide necessary services. The elected representatives of panchayats have the duty to transform panchayats into efficient governing systems through which the people receive their services timely. The internal governing system of the panchayath includes the panchayat committee (the elected representatives of all wards),

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steering committee (chairpersons of all standing committees and the president) and 4 standing committees (table 1), which is headed by the President who have the governance and execution powers.

Prior to any decisions regarding any subjects in the panchayat, the respective standing committees should examine the subject in the detail. Only after the discussion and decision in the standing committees, the particular subject is added as an agenda in the panchayath committee. The discussion in panchayath committee, if supported by majority of members, is taken as decision and recorded in the panchayath committee. The lack of co-operation between panchayath committee members as well as their skill upgradation is real challenges for the panchayath for its efficient functioning. The details of panchayath committee members of ..... Panchayath and organisation chart is provided in appendix 2.1 and 2.2

<b>Sl. No</b>	<b>Standing committee</b>	<b>Subject handled</b>
1.	Finance	Finance, tax, accounts, audit, budget, public administration tax appeal, subjects not handled by other standing committees
2.	Development	Developmental planning, social financial planning, development of places, agriculture, soil conservation, social afforestation, animal husbandry, development of medical sector, small-scale irrigation, fishing small-scale industry housing facilities, control of building constructions, electricity
3.	Welfare	SC-ST development, development of woman and children, social welfare, social security activities, poverty reduction, development of general supply.
4.	Health and Education	Health of public, cleaning, distribution of drinking water, wastewater elimination and environment, education, arts, culture and entertainment.

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**Availability and strength of financial resources:** It has a strong influence on the projects and activities undertaken by the panchayath. Major financial resources of the panchayath includes plan funds (state and central), own fund (property tax and professional tax, fees, auction and rent), loans and contributions. The plan fund received by the panchayath is determined by the population, number of wards, area of the panchayath as well as their performance regarding project implementation and tax collection. If there is sufficient funds, panchayath can adopt innovative and costly projects. This may not viable for a small panchayath like ....., where the own fund is low.

**Physical resources** like equipments, buildings etc have role in performance. The space of employee cabins, record room facilities are important for the effective functioning. Since the construction is of old design, limitations of design affect the realignment of office space.

**Values, culture of the panchayath:** Values and culture of the panchayath determines the way in which they perform. These get reflected in the various policies of the panchayath like quality policy. For example, the values of the panchayath related environment friendliness may result in the activities like Green protocol, strict decisions like no to plastic and flux in their panchayath.

**Human resources** namely employees and elected representatives play the crucial role in the functioning of panchayath. There are different sections in the panchayath which are handled by the senior clerks and clerks, supervised by Head clerk/ Junior Superientent and Assistant Secretary. The financial matters of the panchayath are handled by the Accountant. The entire execution lies with Secretary of the panchayath and ex-officio secretaries (implementing officers). The details of the employees and implementing officers of the panchayath are provided in appendix 3. Skill and *knowledge* of the employees and elected representatives regarding various softwares and public administration affect the way the perform. Similarly, the computer skills of elected representatives are relatively low. For upgrading the skills

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of the employees and the panchayath members, quality circle may arrange various training programmes.

#### 4.2 Understanding the needs and expectations of interested parties

The “interested parties” (stakeholders) and their needs and expectations are identified as follows:

<b>(a) Interested Parties</b>	<b>(b) Needs and Expectations</b>
Citizens	Timely delivery of services, Easy and convenient methods to receive information and services (SMS, e-Tax payments etc.), Friendly behaviour of staff, people- centered projects
Employees	Environment to work according to rules and regulations, Infrastructure facilities, Capacity building opportunities, career development opportunities, Timely salary and other perks as per rules.
Suppliers/Contractors	Timely payment of work done or goods supplied.
Allied Institutions such as Assistant Engineers Office, Agricultural Office, Primary Health Centre and sub centres, Veterinary Hospital, Homeo Dispensary, Ayurvedha hospital, Village Extension Office, ICDS office Tribal office, Anganvadis, Government LP school and diary extension office	Good rapport between panchayth office and allied institutions, Timely decision making of panchayath committees on projects and beneficiary list. Timely release of fund required for execution of projects and day to day working.
Various Mission related offices like MGNREGS, Kudumbasree, NRHM(National Rural Health Mission), Suchithwa Mission, Harithakeralam,	Good rapport between panchayth office and allied institutions, Timely decision making of panchayath committees on projects. Timely release of fund required for execution of projects and day to day working.

LIFE, Ardram etc	
Block panchayath and District panchayath offices	Providing beneficiary list required for their projects, project planning and mutual fund transfer on combined projects.
Performance Audit Units and ADP office	Providing reports and records for monthly inspections or routine audits, Addressing the issues identified by the auditors, Providing various informations as per requirement.
Office of Deputy Panchayath director and office of Panchayath director	Providing various information, records and reports as per requirement. Participation in various meetings as instructed.
Legal Institutions like Ombudsman for Local Self Government, Tribunal for LSGD	Providing report on complaints received, attend tribunal hearing, to take actions on redressal of complaints as instructed.
Other governmental departments like State Finance commission, State Election Commission, State and District Planning Commission	Providing various information, records and reports as per requirement.
Audit related Institutions like State audit department, Accountant General office	Providing reports and records for audits, Taking actions on para-vise objections identified by the auditors,
Gramalakshmi Mudralayam (Printing press for panchayath)	Provide requirements well in advance, timely payment of goods purchased.
KILA (Kerala Institute of Local Administration)	Participation on training programmes conducted, Proper utilization of handbooks and various publications issued. Co-operation for implementation of various projects initiated by KILA (TQM-ISO project).
Information Kerala Mission (IKM)	Effective implementation of various e-governance softwares
Government	People centered plan development and execution, effective

	utilisation of funds provided, Effective overall functioning of panchayaths according to rules and regulations.
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The needs of citizens are identified using the information collected through citizen satisfaction form and citizen survey report. The needs of employees are identified with the help of quality circles and staff meeting. The discussions with suppliers and contractors provide feedback on their requirements. The needs of Performance audit units, various allied institutions and governmental departments are clearly described in government orders and updated if required. They may provide notices, letters and google performa depending the urgency of requirement.

### 4.3 Scope

Panchayath determines the boundaries and application of Quality Management System to establish its' scope by considering:

- The external and internal issues referred to in Clause 4.1 of the ISO 9001:2015 Standard;
- The requirements of relevant interested parties referred to in Clause 4.2 of the ISO 9001:2015 Standard;
- To establish consistency in the quality of the applicable services of our panchayath;
- To enhance customer satisfaction through effective application of the Quality Management System;
- All statutory, regulatory and/or legal requirements; and
- Establishment of suitable processes for improvement of the Quality Management System.

Based on an analysis of the above issues of concern, interests of stakeholders, and in consideration of its services, the scope of quality management system of ..... Gramapanchayath includes ***'all services that are provided by the gramapanchayat office as per the KPRA, Rules & guidelines, and citizen charter published by the panchayath'***.

**Permissible Exclusions:** Few clauses of ISO 9001:2015 are excluded from the scope of the Quality Management System. The following section explains the major clauses excluded and justification for the exclusions;

- **Clause 8.3** Design and development of products and service is excluded. Th

- e panchayath is not involved in Design and development activities and provide service as per Local self government rules and guidelines and citizen charter.
- **Clause 8.5.1 (f) Validation and Periodic revalidation:** Since the resulting output can be verified by subsequent monitoring and measurement, no validation is required.

These exclusions do not affect the ability or responsibility of panchayath to ensure its conformity of the services as per the Local Self Government rules & guidelines and citizen charter, As well as the enhancement of the citizen satisfaction.

#### 4.4 Quality Management System and its Processes

**4.4.1** The quality management system of ..... Gramapanchayath is implemented demonstrating compliance with ISO 9001-2015. It fosters the use of a process approach during the development, implementation and while improving the effectiveness of the Quality Managements System. The application of the process approach enables:

- Understanding and consistency in meeting requirements;
- The consideration of the processes in terms of adding value;
- The achievement of effective process performance; and
- Improvement activity based on the evaluation of data and information

There are number of processes in the panchayath which related the delivery of all services in the citizen charter, project planning and execution and various mandatory activities. The process of any service in panchayath is as follows,

***Inputs → Activities → Outputs***

**Inputs:** The major resources for carrying out the activities of the panchayath includes the financial resources (plan funds- state and central, own fund -property tax and professional tax, fees, auction and rent), Human Resource (Skills and knowledge of employees and elected representatives), and Physical Resource (equipments, buildings, infrastructure, record room facilities, softwares, other items for implementing various projects etc.). The major sources of these inputs mainly include the needs and expectations of interested parties (section 4.2) like citizens, employees, suppliers, Allied

institutions etc. identified through citizen satisfaction form, citizen survey report, discussions with suppliers, quality circle minutes, staff meeting, various government circulars, notifications etc.

**Activities:** The activities incorporated in each process of various services like birth/death registration, issue of license, permits etc are detailed as process chart in appendix 4. Process of project planning in the panchayath is described is 6.1.1.

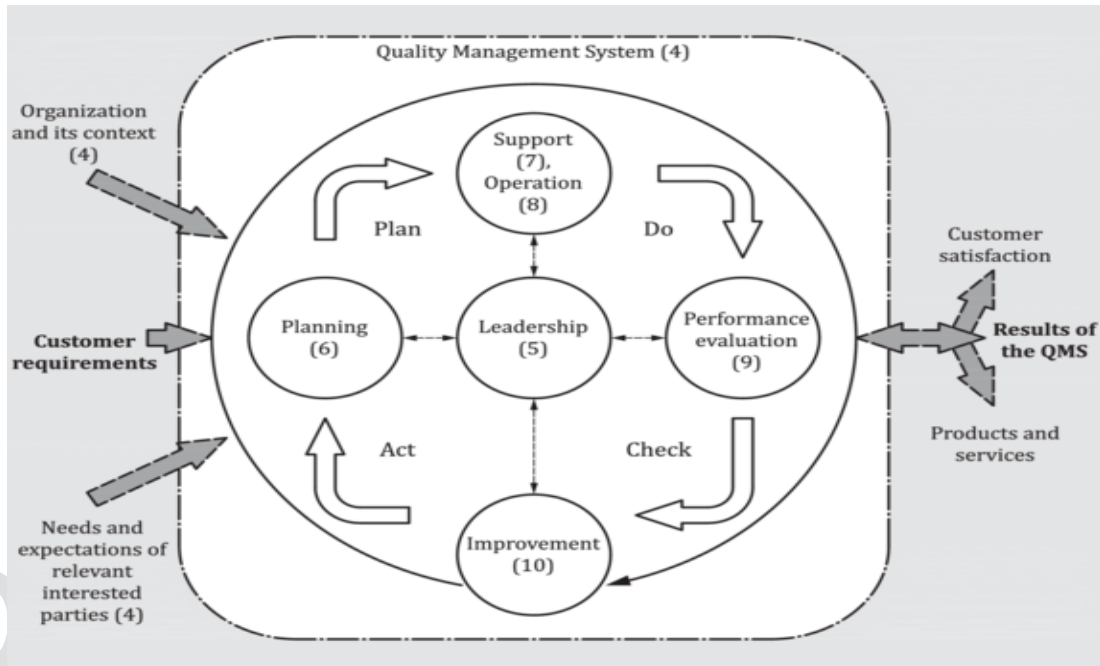
**Outputs:** The major beneficiaries are as identified as interested parties like citizens, employees, suppliers etc. (section 4.2) as described in The major outputs of these processes includes service delivery as per citizen charter, innovative and people friendly projects and citizen satisfaction.

The operation of the Quality Management System is achieved by using the Plan-Do-Check-Act (PDCA) cycle with a focus on risk-based thinking, leveraging opportunities and preventing undesirable results. (PDCA) Closed Loop Cycle can be briefly described as follows:

- **Plan:** Establish the Quality Objectives relevant to Quality Management System and its processes, plan for the resources needed to deliver results in accordance with citizen requirements and policies of the government as well as the rules and regulations, identify and address risks and opportunities of panchayath; determine the inputs required and outputs expected from these processes. Sequence and interaction of these processes, apply criteria and methods needed to ensure effective operation and control of these processes, assign responsibilities.
- **Do:** Implement the projects what was planned;
- **Check:** Monitor and measure the processes, the resulting services against policies, objectives, requirements and planned activities, and report the results using various monitoring mechanisms like Internal audit, management review etc. and
- **Act:** Close the loop by taking actions namely corrective and preventive actions to improve the Quality Management System's performance, as necessary.



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The major activities as part of quality management system in the panchayath initiated includes

- Citizen survey form and report
- Citizen charter
- Vision, Mission and Quality Policy
- Resource planning
- Quality circle
- Record management
- Front office management
- Skill improvement through various training
- Supplier assessments
- E-governance
- Internal Audit
- Management review
- Corrective and preventive actions

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#### 4.4.2 Documented information

The panchayath has prepared the Quality Manual to describe the quality management system in the panchayath. In addition operating manual which consists of various standard operating procedures established for the Quality Management System has been prepared for future reference. These documents may be amended with the additions or alterations in Quality Management System of the panchayath.

ISO/CS/01	Citizen Survey Questionnaire
ISO/CS/02	Citizen Survey Report
ISO/CS/03	Citizen Feedback Form
ISO/QC/01	Quality Circle Minutes Book
ISO/ TR/01	Competency Mapping
ISO/ TR/02	Training Plan
ISO/ TR/03	Employee Training Register
ISO/ IC/01	Issue Control Register
ISO/DE/01	Documents of External Orgin
ISO/ML/01	Master List of Registers/ Files/ Minutes Book
ISO/RR/01	List of Records (Record Room Index)
ISO/RR/02	Record Room Register
ISO/SL/01	List of Suppliers
ISO/SL/02	Supplier Assessment Sheet
ISO/ IA/01	List of Internal Auditors
ISO/ IA/02	Internal Audit Calender (2018-20)
ISO/ IA/03	Internal Audit Schedule
ISO/ IA/04	Audit Observation Sheet

ISO/IA/05	Non Conformity Report
ISO/IA/06	Analysis of Quality Objectives
ISO/MR/01	Management Review Minutes

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<p>.....  <b>Gramapanchayath</b>  <b>Standard : ISO 9001: 2015</b></p>	<p><b>Title: Leadership</b></p>	<p><b>Section no:5.0</b></p>
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## 5.0 Leadership

### 5.1 Leadership and Commitment

#### 5.1.1 General

The Panchayath committee and officials are committed to ensure the quality of services provided by each section as well as the overall activities of the panchayth. The Panchayath committee shall provide evidence of its leadership and commitment to the development and implementation of the Quality Management System and continually improving its effectiveness by:

- Ensuring the integration of the Quality Management System in the panchayath's overall activities.
- Being accountable for the effectiveness of the Quality Management System in the panchayath
- Establishing the Quality Policy and Quality Objectives that are in alignment with context and strategic direction of the panchayath.
- Promoting the use of the process approach and risk-based thinking to the extent possible within the guidelines provided by the government,
- Communicating to the entire panchayath officials the importance of compliance with the Quality Management System, meeting citizen, statutory and regulatory requirements;
- Ensuring the availability of resources;
- Ensuring that the Quality Management System achieves its' intended results;
- Engaging, directing and supporting personnel to contribute to the effectiveness of the Quality Management System;
- Promoting and supporting improvement initiatives; and
- Supporting roles to demonstrate leadership in their areas of responsibility.

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### 5.1.2 Citizen Focus

The customers of ..... Gramapanchayath are the citizens. The panchayath demonstrates leadership and commitment by ensuring that citizen requirements are determined, understood and met with the objective of enhancing citizen satisfaction. To achieve this objective, panchayath conducts citizen survey among the citizens to collect their feedback on the services received through the panchayath office, various allied institutions and as well as panchayath as a whole, the interaction of employees, elected representative and their suggestions to improve the quality. These forms are consolidated and presented as citizen survey report. In addition, panchayath all collects service feedback forms immediately after receiving the services from the panchayath office. These forms are consistently monitored to understand the satisfaction level of the citizens and to ensure 100 percent citizen satisfaction as per Kerala Panchayath acts and rules the citizen charter prepared.

## 5.2 Quality Policy

### 5.2.1 Establishing the Quality Policy

The quality policy acts as a compass by providing the direction and framework for establishing key corporate level performance measures, as well as related objectives and targets. The panchayath committee establishes implements and maintains the Quality Policy that:

- Is appropriate for the purpose, context and supports the strategic direction of the organization;
- Provides a framework for setting quality objectives;
- Includes a commitment to customer satisfaction; and
- Includes a commitment to continual improvement.

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The vision, mission, quality policy of ..... Gramapanchayath is prepared based of discussion among all elected representatives and the staffs. The policy will be available to interested parties as appropriate and controlled.

#### ***5.2.1.1 Vision, Mission, Quality Policy of ..... Panchayath***

**Quality Policy:** ..... panchayath envisages to position as citizen friendly panchayath by ensuring complete citizen satisfaction and overall development of the panchayath through transparent, efficient and good governance and providing timebound and quality services to citizens, ensured by implementation of total quality management.

#### ***5.2.2 Communicating the Quality Policy and Objectives***

Panchayath Committee shall provide communication to the organization regarding the effectiveness of the Quality Management System.

The Quality Policy is available as documented information. It is communicated, understood and applied within the organisation. Internal communication in various forums such as,

- Display boards in panchayath office
- Staff Meetings,
- Quality Circle Meetings
- Panchayath committee Meetings,
- Management Reviews

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### 5.3 Organizational roles, responsibilities and authorities

The secretary and the panchayath committee constitute the leadership team in the panchayath. The roles and responsibilities of secretary, steering committee, four standing committees, and all employees are thoroughly described in appendix 5.

The organisation chart that portrays the interrelation of personnels in various sections who lead, perform and verify work-affecting quality. The panchayath committee and authorized designates have the organizational freedom and authority of:

- Formulating the Quality Policy, business plan and objectives;
- Defining organizational interfaces;
- Assigning authorities and responsibilities;
- Appoint the Management Representative if required.
- Fostering continuous improvement through corrective actions;
- Fostering team work and cooperation at all levels creating a positive work environment;
- Periodically reviewing the quality system's effectiveness;
- Provide internal communication relative to effectiveness of the Quality Management System;
- Meeting requirements of the standard, the ..... Gramapanchayaths's Quality Policy, stated objectives, citizen satisfaction; and
- To provide the resources and personnel necessary to maintain the system.

Apart from regular role and responsibilities, the secretary performs the role of management Representative. He has the authority and responsibility to:

- Ensure that the Quality System is established, implemented, and maintained in accordance with the requirements of the ISO 9001 : 2015 standard;

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- Report on the performance of the quality system to the Panchayath committee
- Has the organizational freedom to identify problems related to quality and correct, initiate action for their correction, or stop anywork or activity that violates the established quality standards.
- Ensuring promotion of customer focus throughout the Organisation
- Ensuring integrity of quality management system is maintained when changes to the quality management system are planned and implemented.

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## 6.0 Planning

### 6.1 Actions to address risks and opportunities

**6.1.1.** While preparing the Quality Management System for the ..... panchayath considers the sections 4.1 and 4.2. Planning activities for the Quality Management System will focus on how to effectively meet quality objectives, citizen and legal requirements. In addition, planning activities will also identify risk, opportunities and define actions to assure that:

- Actions are integrated and implemented into processes;
- The Quality Management System can achieve its intended results;
- Desirable effects will be enhanced;
- Undesired effects will be reduced or prevented;
- Improvement is fostered;
- Effectiveness of actions are evaluated.

As the panchayath works in an environment which has constant interaction with the external factors, it is quite difficult to avoid risk and eliminating risk source. Instead efforts are taken to reduce the risk on the functioning of the panchayath. The ..... panchayath has identified the following risks and taken appropriate actions to deal with those as follows.

Sl. No	Risks	Actions to Address Risks
1.	Power Failure	UPS backup which can last for one day with functioning of printer, WiFi and computers
2.	Chances of fire	Established Fire extinguisher, Provided training for employees on how to deal with fire accidents.
3.	Cash Theft	Cash are kept in cash chest before closing the office.

4.	Accepting incomplete applications from Front office leading to delayed service delivery	Provided checklist and standardised application forms in front office. Provided training related to all sections
5.	Delay in finding the back files	Renovated the record room Record disposal according retention schedule in Office Management Manual, Sorted files in order and set in boxes, and computerized the list.

6.1.2 Panchayath plans ahead considering various **external and internal opportunities** listed section 4.1.

The panchayath committee frequently monitors the changes in the context in organisation and identified new initiatives that could reduce risks and reap more out of the opportunities. These includes

1. *Considering the Solar power generation to reduce the electricity bills and promote green protocol.*
2. *Provide help desk for public*
3. *Vertical Garden and lawn to promote green protocol*
4. *Provide high speed multi scanner in front office*

## 6.2 Quality objectives and planning to achieve them

The Panchayath Committee shall ensure that quality objectives including those needed to meet service requirements are established at relevant functions and levels within the panchayath. Quality Objectives shall be measurable, monitored, communicated and support the Quality Policy and needs of the ..... Gramapanchayath. Quality Objectives are updated as required.

When Quality Objectives are established the following will be taken into consideration:

- The current and future needs of the business, industry and interested parties;
- Relevant to findings from internal audits and management reviews;
- Monitor product and process performance (effectiveness, efficiency, conformance);
- Be consistent with the policy

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- Be measurable
- Be communicated
- Be updated as appropriate
- Monitor customer satisfaction;
- Results of Strategic Planning; and
- Quality performance.

Quality Objectives of the ..... Gramapanchayath is described as follows with could be classified as organisational objectives and section wise objectives. The proposed date of completion is detailed in each objectives. The responsibility of implementing the organisational objectives lies with the secretary and that of sections lie with concerned section clerk and head clerk/ JS. The quality objectives are maintained as separate file named ISO/IA/06

When planning how to achieve a Quality Objective the following actions will be determined:

- What needs to be done;
- What resources are required;
- Who will be responsible or the owner of the objective;
- When will the objective be completed; and
- How will the results be measured and evaluated.

### **6.3 Planning of changes**

Based on the changes in service rules, government circulars, feasibility of drafted plans, changes in government orders, tender savings etc.,the drafted plans may be revised with the approval of panchayath committee and wetting officers, and submitted for sanction of district planning committee.Changes to the Quality Management System will be developed and implemented in a planned manner. During the change process the following will be taken into consideration:

- The reason for the change and the potential effects;

- The integrity of the quality management system;
- The availability of resources; and
- The assignment or reassignment of responsibilities and authorities.

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## 7.0 Support

### 7.1 Resources

#### 7.1.1 General

The panchayath committee considers the capabilities, constraints on internal resources when determining the, competency, and training requirements necessary for effective management, service realization, verification activities, including internal audits. In addition, what resources need to be obtained from external providers will be taken into consideration. The panchayath committee will provide adequate resources to achieve objectives and conformity service requirements. The methods used to identify and provide necessary resources include project planning, panchayath committee meetings, monthly staff meetings and bi-weekly quality circle meetings considering the capabilities of and constraints on existing internal resources, what needs to be provided by other allied institutions. Panchayath committee will communicate to all employees the relevance and importance of their work in contributing to the achievement of quality objectives and conformity to service requirements.

Major financial resources of the panchayath includes plan funds (state and central), own fund (tax, fees, auction and rent), loans and contributions. Material requirements for the offices functioning and project requirements are met by procurement manual issued by the government which include purchases, AMC, contracts etc. Required personnel for service delivery and project implementation are met through state wide recruitment, transfer and promotions from other panchayath across the state, contractual appointments and appointments based on daily wages. The planning of resource are conducted taking into consideration of

- Quality Objectives
- Training needs of employees
- Effective utilisation of Government Funds
- Developmental Activities
- Improvement of basic amenities

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### **7.1.2 People**

The panchayath committee will ensure that the panchayath has sufficient personnel necessary for the effective implementation and operation of the Quality Management System processes to achieve objectives and conformity service requirements. .As the quality of service delivery depends on the quantity and quality of employees. Quantity refers to number of employees required for efficient functioning of the panchayath to deliver quality services to citizens. In case of employee shortages, panchayath committee may decide to appoint manpower on contractual basis or daily wages basis. Quality refers to the capability of employees to perform their roles in a competent manner. This is achieved through continuous training for enhancement of skills. The details of employees are listed in incumbency register maintained in the panchayath.

### **7.1.3 Infrastructure**

The ..... gramapanchayath ensures the infrastructure necessary to meet the needs of the panchayath. Resources will be provided to develop and maintain the infrastructure to assure that needs of the ..... gramapanchayath's, quality objectives and service requirements are achieved. The Infrastructure includes:

- Building, workspace and associated utilities; (contingency register)
- Process equipment, including both hardware and software; (Equipment Maintenance Register)
- Supporting services like transportation resources (Vehicle Log book); and
- Communications and information technology.

The panchayath ensures 'Green Protocol' by considering environmental issues associated with the infrastructure such as conservation, waste, and pollution and recycling as required.

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### ***7.1.4 Work Environment***

Panchayath Committee shall determine, provide and manage the environment that is suitable for the operation to achieve, quality objectives and conformity to service requirements. Factors considered determining the type of environment required is based on the:

- Culture, social and psychological needs
- Processes and services delivered
- Equipment requirements;
- Level of skill, number of employee working;
- Type of environmental conditions, e.g. lighting, heat, humidity, sound levels, and air quality;
- Risk associated with processing or equipment operation (Safety); and
- Ergonomics.

### ***7.1.5 Monitoring and measuring resources***

#### ***7.1.5.1 General***

The panchayath shall determine and provide the resources needed to ensure valid and reliable results when monitoring or measuring is used to verify the conformity of product and services to the requirement.

#### ***7.1.5.2 Measurement Traceability***

Measurement traceability is considered as an important part of providing confidence in the validity of measurement results. Measuring equipments shall be

- Calibrated or verified or both at specified intervals or prior to use against measurement standards traceability international or national measurement standards: when no such

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- standards exist, the basis used for calibration or verification shall be retained as documented information.
- Identified in order to determine the status
- Safeguarded from adjustments, damage, or deterioration that would invalidate the calibration status and subsequent measurement results.

### ***7.1.6 Organizational Knowledge***

..... gramapanchayath determines the knowledge necessary for the operation of its processes and to achieve conformity of services and objectives. This may include knowledge and information obtained from: Internal sources, such as:

- Intellectual property,
- Feedback and lessons learned,
- On the job and cross training,
- Service noncompliance,
- Continuous improvement activity, and
- Audit results.

External sources such as:

- Government Orders and circulars
- Panchayath Raj act and Allied acts
- Subject matter experts,
- KILA publications and handbooks
- Various trainings and workshops
- Academia, and
- Third party audit results.

Organizational knowledge is retained and made available through reports, databases, work instructions, procedures and standards.



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## 7.2 Competence

It is important that the competence of employees is in accordance with their role. The competency requirements of various roles are ascertained by the Kerala government. They ensure personnel performing specific roles are qualified on the basis of appropriate education, training and/or experience.

To train and equip the employees with required competencies of each roles, new updations in governance, new missions and projects of government etc, there is a government institution named 'Kerala Institute of Local Administration' (KILA). With the help of the quality circle in ..... Gramapanchayath conducts competency mapping (ISO/TR/01) among employees to identify the training requirements in e-governance and public administration. Based on the training requirements, the training plan (ISO/TR/02) for next six months are prepared. All training conducted for employees in panchayath is recorded systematically in employee training register (ISO/TR/03). Major trainings received by employees are recorded in their service book.

### **Refer :**

1. Service book (25/232)
2. Procedure for Training (VGP/SOP/06)
3. Competency Mapping (ISO/TR/01)
4. Training Plan (ISO/TR/02)
5. Training register (ISO/TR/03)

## 7.3 Awareness

..... Grama panchayath ensures that employees are aware of:

- The Quality Policy;
- Quality objectives and results;
- Their contribution to the effectiveness of the Quality Management System;

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- The benefits of improved Quality System Management Performance;
- The significance of nonconformance with the Quality Management System requirement;  
and
- Various procedures, goals and results.

#### 7.4 Communication

..... Gramapanchayath communicates information internally regarding QMS and its effectiveness, through documented training, internal audit reports and continual improvement processes. Panchayath Committee and Secretary are responsible for establishing regular formal and informal communications as needed to convey to their employees the relevance and importance of their activities; typically this information is conveyed through staff meetings and quality circle meetings. Communications regarding how employees contribute to the achievement of objectives are also conveyed and reinforced. Issues pertaining to QMS that may be communicated internally include:

1. Day-to-day operations and general awareness;
2. Quality policy;
3. Information on achieving objectives and targets;
4. Risk and opportunities.

Panchayath committee ensure the quality policy is understood and applied to the daily work of the organisation through the establishment of measurable goals and objectives. Internal communication occurs on an on-going basis and is achieved through various mechanisms as appropriate:

1. Regular staff meetings;
2. Training sessions and training material;
3. Display boards, memorandums, letters;

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4. Website, intranet, internal e-mails;
5. Internal audit results and Management review minutes;
6. Corrective action and non-conformance reports;
7. Quality circle meetings.

..... Grama panchayath communicate information externally to our interested parties, as defined in Section 4.2, regarding the effectiveness of our QMS. External interested parties, mainly the citizens are the main driving force for our panchayath to implement QMS.

The information, responsibility, interval and method of communicating various stakeholders, both internal and external, is summarised as table below.

<b>Information</b>	<b>Responsibility</b>	<b>Interval</b>	<b>Method</b>
Quality policy	Panchayath Committee	Always	Display Board
Quality Objectives	Secretary	Always	Staff Meetings, QC meetings
Internal Audit Report	Secretary	6 months	Review Meeting
Service related complaints	Secretary	Every month	Review Meeting
Citizen survey report	Secretary	Yearly once	Committee meeting, review meetings
Citizen Charter	Secretary	Yearly once	Print distributed through Gramasabhas, Made available various contact points where citizens arrive like front office, libraries etc.
Development Report	Panchayath Committee	Once in 5 years	Print distributed through Gramasabhas,

Plan document	Panchayat Committee	Yearly once	Print distributed through Gramasabhas
Bio diversity report	Secretary		

## 7.5 Documented Information

### 7.5.1 General

..... Gramapanchayath's Quality Management System will include information required by the ISO 9000-2015 Standard and documented information determined to be required for the effective operation of the panchayath. The major documents maintained include *Quality Manual* and *Operating Manual*.

### 7.5.2 Creating and Updating Documented Information

*Quality Manual* and *Operating Manual* required for the Quality Management System are controlled; processes have been established and implemented for maintenance of documents and records as described in Operating Procedure (VGP/SOP/09 and VGP/SOP/10).

- Approving documents for adequacy prior to issue;
- Reviewing, updating when necessary, and re-approving, by the same function, such documents, and identify revisions;
- Ensuring that relevant versions of applicable documents are available at point of use;
- Ensuring that documents remain legible, readily identifiable and retrievable;
- Preventing the unintended use of obsolete documents and their retention period, and maintain suitable identification if they are retained; and
- A master index will be maintained to identify current revision of all procedures.

Documents and document changes may be initiated by anyone in the organization but may only be issued by secretary as defined in Operating Procedure (VGP/SOP/09). All documents are reviewed and approved prior to issue. Documents and data are distributed to personnel and locations where they are used. When appropriate and relevant, a distribution list is maintained. Document placement is regulated. Document changes are reviewed and authorized by the same

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authority that issued the original document. Documents are subject to review during internal auditing.

Government circulars may be revised, and various processes in the panchayath may be affected, and these documents are distributed with a change brief, and obsolete documents (ISO/OD/01) are removed. As these documents are available in the website of local Self Governance Department, the obsolete documents are not kept as hard copy. Documents of external origin such as KILA publications, Panchayath Raj Act and allied acts etc used for the implementing quality management system are also recorded.

### ***7.5.3 Control of Documented Information***

Controls relevant to Documented Information (Records) required for the Quality Management System are established and implemented for maintenance of documents and data as described in Operating Procedure (VGP/SOP/09 and VGP/SOP/10)

- Record control is established, implemented and maintained for storage, protection, retrieval, retention period, and disposal as defined in retention schedule of office management manual issued by Government.
- The records shall be identifiable to the process involved.
- When required documents of external origin will be controlled.
- They shall be stored in facilities that provide a suitable environment to minimize deterioration or damage and to prevent loss.
- Records are to be maintained and retained as defined in the record index and has a digital copy of the index.

*Refer:*

1. Procedure for control of Document VGP/SOP/09
2. Procedure for control of Records VGP/SOP/10

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## 8.0 Operations

### 8.1 Operational Planning and Control

Panchayath plan, implement and control process in order to meet the service requirements laid by Kerala Pnahcyath Raj act, Right to Service act and the citizen charter published by the panchayath. Requirements of the services in terms of conditions, time of delivery, responsibility, are clearly defined in the Right to Service act. As part of quality initiatives, panchayath conduct an extensive discussion with the employees and members to reduce lead time to delivery services to citizen and this revised time, lesser than time prescribed, is published as citizen charter every year.

Resources required for the continuous service delivery is planned and reviewed by the panchayath committee. Additional need for resources in terms of softwares, physical resources, soft components may be dealt as it comes. For more easy and fast delivery of services, Secretary may issue office order on the process of service delivery. The e-governance based initiatives like Soochika Back end operations and SMS services are adopted to ensure the services are provided as per requirements laid. The documents regarding service delivery are updated and maintained with the respective sections. These are subjected to internal audit of the panchayath.

### 8.2 Requirements for services

#### 8.2.1 Customer Communication

The in-depth details of services provided by ..... Gramapanchayath are described in citizen charter published every year (Pauravakasarekha). The major projects for the current financial year are detailed in the Plan document and projects visualized for next 5 years are described in the Development plan. These documents are distributed to the citizens through Gramasabha, the persons dealing with the citizens, receipt of applications including any changes, obtaining citizen feedback relating to services including complaints, handling citizen property such as documents, establishing specific requirements for contingency actions.

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### ***8.2.2 Determining the requirements related to products and services***

Since panchayath functions as a government department, the requirements of the services are bound by the acts, rules and government orders. Requirements of the services in terms of conditions, time of delivery, responsibility, are laid by 'the Right to Service act, 2005'. Though Panchayath cannot reduce the conditions for availing services, they have power to reduce the delivery time of services, which, is published as 'citizen charter' every year.

### ***8.2.3 Review of requirements related to the product and Services***

8.2.3.1 Panchayath consistently monitors that it has the ability to meet the requirements of the citizens. If the citizens desire a service which is not as per the citizen charter it is resolved with the citizen concerned and records of the reviews are kept with the Panchayat. Reviews of customer feedbacks and complaints comprises of a verification to determine that the customer's requirements are adequately defined, documented, understood, can be agreed to, and that the panchayath has the capacity to meet service requirements. Any differences between the services promised and those in the action are resolved. The feedbacks on services received and the complaints on services may be reviewed.

There are number of mechanisms for people to review the services obtained. Within the panchayath there is complaint box established, for people to deposit their complaint anonymously. There are other mechanisms like 'For the people' online complaint registration, vigilance office and ombudsman for LSGD, Tribunal against the secretary and committee decisions. Panchayath not only deals with complaints of their services but various complaints within the citizens of panchayath. Panchayath maintains complaint register with in panchayath to register the citizen complaints and has complaint redressal mechanism, where the committte frequently meet and address the complaints. In addition KELSA, a legal aid clinic is functional once in a month to aid the legal requirements of citizens.

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8.2.3.2 Panchayath retains documents on the results of review and requirements of any new services.

Refer : Procedure of complaint redressal (VGP/SOP/04) and Complaint Register

#### ***8.2.4 Change of requirements for product and service***

The requirements of products and services are changed based on the governmental orders. Any such amendments should be communicated to every section concerned.

### **8.3 Design and development of products and services**

Panchayath functions based on the Panchayath Raj Acts and rules, and government guidelines, so this section 8.3 is excluded

### **8.4 Control of externally provided products and services**

#### ***8.4.1 General***

The panchayath ensures quality in externally provided services based on guidelines of purchase manual. There are mainly four types of obtaining externally provided products and services, namely petty purchases (upto Rs. 5000), local shopping method (Upto Rs. 25000), limited tender (Upto One lakh ) and open tenders (above one lakh). Other than the petty purchases, it is the Procurement committee that evaluates the quotations and tenders based on cost, quality and reliability of the supplier and recommend the best quote/ tender to the panchayath committee. Panchayath committee is the final authority in deciding the supplier. The selection order is issued to the supplier and call for fixing the agreement terms. In case of purchases above 1 lakh rupees, a security deposit refunded after the termination of warranty period is collected from the supplier. After confirming and signing the agreement based on terms and conditions of contract, the supply order is issued. Supplier monitoring and revaluation is done through a Supplier evaluation system and records maintained.



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#### **8.4.2 Type and extent of control**

The entire purchases are based on the purchase procedure. Panchayath have discretion to select the suppliers only from the list of suppliers quoted or tendered based on cost and quality. In order to avoid the quality issues associated with the least quote, the supplier evaluation sheet (ISO/SU/02) is prepared every year. This helps to avoid considering the least quote supplier with low quality product. In addition a supplier list is maintained to identify the suppliers currently delivering products and services to the panchayath.

#### **Refer:**

1. List of Suppliers (ISO/SU/01)
2. Supplier evaluation sheet (ISO/SU/02)
3. Procedure for Purchases (VGP/SOP/05)

#### **8.4.3 Information for external providers**

The external providers are detailed with the requirements of products such as number, price, location, process of approving the tender, qualification of the supplier etc. Inorder to get more quality suppliers, the requirements are published in print and online media.

### **8.5 Production and service provision**

#### **8.5.1 Control of production and service provision**

Service operations are planned and documented. The controls of process are confirmed at various level like

1. Information regarding the services published through citizen charter
2. Ensure service delivery is done at time specified by citizen charter
3. Ensure the basic requirements to efficiently deliver the service to citizen (front office management, Record management)

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4. Ensure competency of employees to perform their tasks
5. Mechanisms to resolve the citizen complaints

The subjects handled by each section and personnel are detailed with the office order issued by the secretary with the consent of president. In order to standardise the performance of the every sections, documents and records are properly maintained. The delivery mechanism of each service of each section is documented. Personnel performing service functions are provided with required infrastructure and facilities. The record management being the most important part of service delivery mechanism, records are sorted, set and listed in both hard and soft copies to ensure speedy retrieval of back files. Monitoring mechanisms at different levels, namely quality circle, staff meetings, internal audit team and panchayath committee. They monitor the processes in the panchayath at various intervals and levels.

Clause 8.5.1 (f) Validation and Periodic revalidation: Since the resulting output can be verified by subsequent monitoring and measurement, no validation is required.

#### ***8.5.2 Identification and traceability***

..... panchayath ensures that all documents and records are coded and listed. For more visibility panchayath has tried colour coding of registers based on their sections. All the services delivered are recorded in the front office diary. The usage of Soochika ensures that the services delivered to the citizens are updated online with the date of issual of service.

#### ***8.5.3 Property belonging to customers or external providers***

The documents collected from the citizens for the purpose of verification or for the delivery of services are preserved or returned back soon after the requirement. When the documents of citizen is lost damaged or otherwise unsuitable for use the panchayat shall inform to citizen and retain documented information of what has occurred.

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#### ***8.5.4 Preservation of product***

As panchayaths are into delivery of citizen based services, preservation mainly refers to store the details of service delivered from the the panchayath. The details and record regarding the service are kept in panchayath. Period of retention of these records depends on retention schedule explained in Office management manual.

#### ***8.5.5 Post-delivery activities***

Panchayath do not have much post delivery activities, but citizens may approach the panchayath to retrieve the details of service availed or for follow-up activities associated with the service.

#### ***8.5.6 Control of changes***

..... panchayath shall manage changes associated with production and service provision. This is accomplished through planning, review, implementation and verification of the change to ensure conformity with requirements. The various documents like Manual of office procedure, Kerala service rules, citizen charter, service manual, purchase manual, various governmental orders etc aid this purpose.

Progress of all projects of the panchayaths during a financial year is monitored to ensure that objectives are attained. If any discrepancies are found, then the issues are evaluated and corrective and preventive measures are taken to overcome the same. It is with objective the performance audit of panchayaths is carried out in continual basis.

### **8.6 Release of Product and Services**

Panchayath ensures planned interventions to ensure that the services are as per the citizen charter and Right to service act. The frequent review mechanisms in the office level like staff meetings, review meetings; internal audits etc ensure that services of all sections are in line with the service requirements. In addition external mechanisms like performance audit review, monthly review

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conducted by deputy directorate also ensures the same. The responsibility of various sections in various processes is described in office management manual. The front office diary ensures that the details of all services delivered and responsibility is clearly mentioned.

### **8.7 Control of nonconforming process outputs, products and services**

8.7.1 Panchayath's Policy is to delivery quality services in timely manner. Selected employees within the panchayath designated as internal auditors of the panchayath, conductes internal audit every six months to identify and record all nonconforming services. They audit all sections in the panchayath and records audit observations regarding all sections and prepare non conformity report (ISO/IO/03). The non-conformities are classified as major and minor depending on the statutory and legal requirements associated with the service. Performance audit also conducts monthly audit of the panchayath activities and raise the nonconformities in the services of the panchayat. The concerned persons responsible will identify root cause and take action to dispose the nonconformity by correction, segregation or informing customer and obtaining the concession by a higher authority.

8.7.2 Panchayath retains reports on the non confirming services and the further actions undertaken by the panchayath based on the management review.

#### *Refer:*

1. Procedure for controlling non-confirming services VGP/SOP/10
2. Procedure for Internal audit VGP/SOP/09
3. Non conformity report ISO/IO/06

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## 9.0 Performance Evaluation

### 9.1 Monitoring, measurement, analysis and evaluation

#### 9.1.1 General

In order to determine and select opportunities for improvement or to implement any necessary actions to meet the requirements of citizens and relevant interested parties, or to enhance citizen satisfaction, ..... Gramapanchayath drives improvement via the analysis of relevant data. The data inputs for the improvement process include:

1. Risk and opportunity evaluations;
2. Assessment of the changing needs and expectations of interested parties;
3. The conformity of existing services;
4. The effectiveness of our QMS;
5. Supplier performance;
6. Levels of citizen satisfaction, including complaints and feedback;
7. Internal and external audit results;
8. Corrective action and non-conformance rates;

..... Gramapanchayath also ensures that opportunities for improvement from daily feedback on operational performance are evaluated by the Secretary which is typically implemented through the corrective action system. Opportunities for improvement from analysis of longer-term data and trends are evaluated and implemented through the management review process and are prioritized with respect to their relevance for achieving our quality objectives. The overall effectiveness of continual improvement program (including corrective actions taken as well as the overall progress towards achieving corporate level improvement objectives) is assessed through our committee review process.

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### **9.1.2 Customer satisfaction**

..... Gramapanchayath's communication with customers may include:

- Providing information related to the services offered;
- Obtaining citizen feedback related to services offered, including citizen complaints;

Customer feedback activity is monitored and records are maintained as described in Operating Procedure (VGP/SOP/08). In addition panchayath maintains a complaint box and complaint register. Customer satisfaction is measured using citizen survey form (ISO/CS/01) and feedback form. The satisfaction of front office services are measured using feedback form and that of panchayath as a whole is measured using citizen survey form.

#### **References**

1. Procedure of citizen satisfaction (VGP/SOP/08)
2. Citizen survey form (ISO/CS/01)
3. Citizen survey Report (ISO/CS/02)
4. Citizen Feedback form (ISO/CS/03)

### **9.1.3 Analysis and evaluation**

Analysis and evaluation data analysis and tables and graphs are maintained for number of error free services, degree of customer satisfaction, internal audit nonconformities and performance audit nonconformities, risk reduction, external provider's performance, improvements in quality management system.

## **9.2 Internal Audit**

Comprehensive, planned and documented Quality Audits are carried out. Audits are scheduled on the basis of the status and importance of the activity. The secretary and employees together establishes an Internal Audit Plan and Schedule. All activities and areas, including suitable

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working conditions, are audited twice a year. The Secretary selects and leads an Audit Team. All sections of panchayath are audited by personnel who does not handle that section. Officials from various cadres are selected and provided training on Internal Training. Audit preparation includes the review of applicable standards, operating procedures, work instructions and quality records. The auditor creates questionnaires and checklists to be used during the audit.

When an audit noncompliance is identified, the auditor will record the noncompliance in the Audit Noncompliance Database. The audit noncompliance is issued and the respective employee responsible for the area where the finding was identified. An investigation of the cause of the nonconformance and propose a correction to the noncompliance will be performed. A corrective action will be made to eliminate the cause of the noncompliance. Implementation and effectiveness of the action is verified by a follow-up audit. The results of internal audits and subsequent corrective actions are submitted as an agenda item for the management review meetings performed by the panchayath committee. Activities associated with the auditing process are governed by Operating Procedure (VGP/SOP/11)

**Refer:**

- i. Procedure for Internal audit (VGP/SOP/11)
- ii. Procedure for Service non- confirmity VGP/SOP/12
- iii. Procedure for corrective action (VGP /SOP/13)

**9.3 Management review**

**9.3.1 General**

As the managing team in the panchayath is the panchayath committee, management review is carried out by the panchayath committee. The panchayath committee reviews the Quality System twice a year. The purpose of the reviews is to assess the effectiveness and continuing suitability of the Quality Policy, system, objectives and preventative actions. The Secretary initiates and panchayath committee is responsible for scheduling and conducting the reviews. Conclusions of

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the reviews are recorded as minutes. Detailed instructions for scheduling, conducting and recording the reviews are provided in Operating Procedure (VGP/SOP/01) Management Review.

### ***9.3.2 Management Review Inputs***

The major inputs for management review includes

- The status of actions from previous management reviews
- Changes in external and internal issues that relevant to quality management system
- Information on the performance and effectiveness of the quality management system, including trends in:
  - Customer Satisfaction
  - The extent to which quality objectives have been met
  - Process performance and conformity of products and services
  - Non-conformities and corrective actions
  - Monitoring and measurement results
  - Audit results
  - The performance of external providers
- The adequacy of resources
- The effectiveness of actions taken to address risks and opportunities
- Opportunities for improvement

### ***9.3.3 Management Review Outputs***

Output from Management Review can be actions or decisions that affect improvement in the Quality System, quality of the service and meeting citizen requirements, and identifying resources.

#### **Refer:**

- i. Operating Procedure for Management Review (VGP/SOP/01)
- ii. Management Review minutes (ISO/MR/01)



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## 10.0 Continual Improvement

### 10.1 Improve product and service

A comprehensive continuous improvement philosophy is deployed throughout ..... Grama panchayath to enhance quality and service (including timing, delivery) shall be continuously improved. This requirement does not replace the need for innovative improvements. Panchayath develops specific action plans for continuous improvement in processes that are most important to the citizen. For characteristics that can only be evaluated using attributes data, continuous improvement means perfection of process methods to ensure that the requirement is always met. Opportunities for quality and productivity improvements are identified and appropriate improvement projects initiated. The quality circle is entitled with responsibility of suggesting innovative work practices and proposes training for employees to develop ..... Grama panchayath as a learning organisation.

**Refer:** Quality Circle Minutes ISO/QC/01

### 10.2 Non conformity and corrective action

Processes, work operations, quality records, and customer complaints are analyzed to detect any sources of potential quality problems and determine preventive actions if required. Causes of nonconformity's are investigated using disciplined problem solving methods, and corrective actions are requested to prevent recurrence. Controls are applied to ensure that corrective and preventive actions are implemented and that they are effective, resulting in continuous improvement. Corrective actions are taken to a degree appropriate to the magnitude of problems and commensurate with the risks encountered.

..... Gramapanchayath <b>Standard : ISO 9001: 2015</b>	<b>Title: Improvement</b>	<b>Section no: 10.0</b>
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Changes to documented procedures are recorded and implemented and the relevant information on actions taken, including these changes, are submitted for management review. Corrective actions are initiated as a result of:

- Identification of service nonconformity;
- Process quality problems;
- Noncompliance's observed during audits;
- Customer complaints
- Nonconforming deliveries from suppliers or contractors.

### **10.3 Continual Improvement**

The panchayath shall continually improve the suitability, adequacy and effectiveness of the quality management system. The panchayath shall consider the results of analysis and evaluation, and the outputs of management review to determine if there are needs or opportunities for continual improvement.

**Appendix 1****Details of ..... Gramapanchayath**

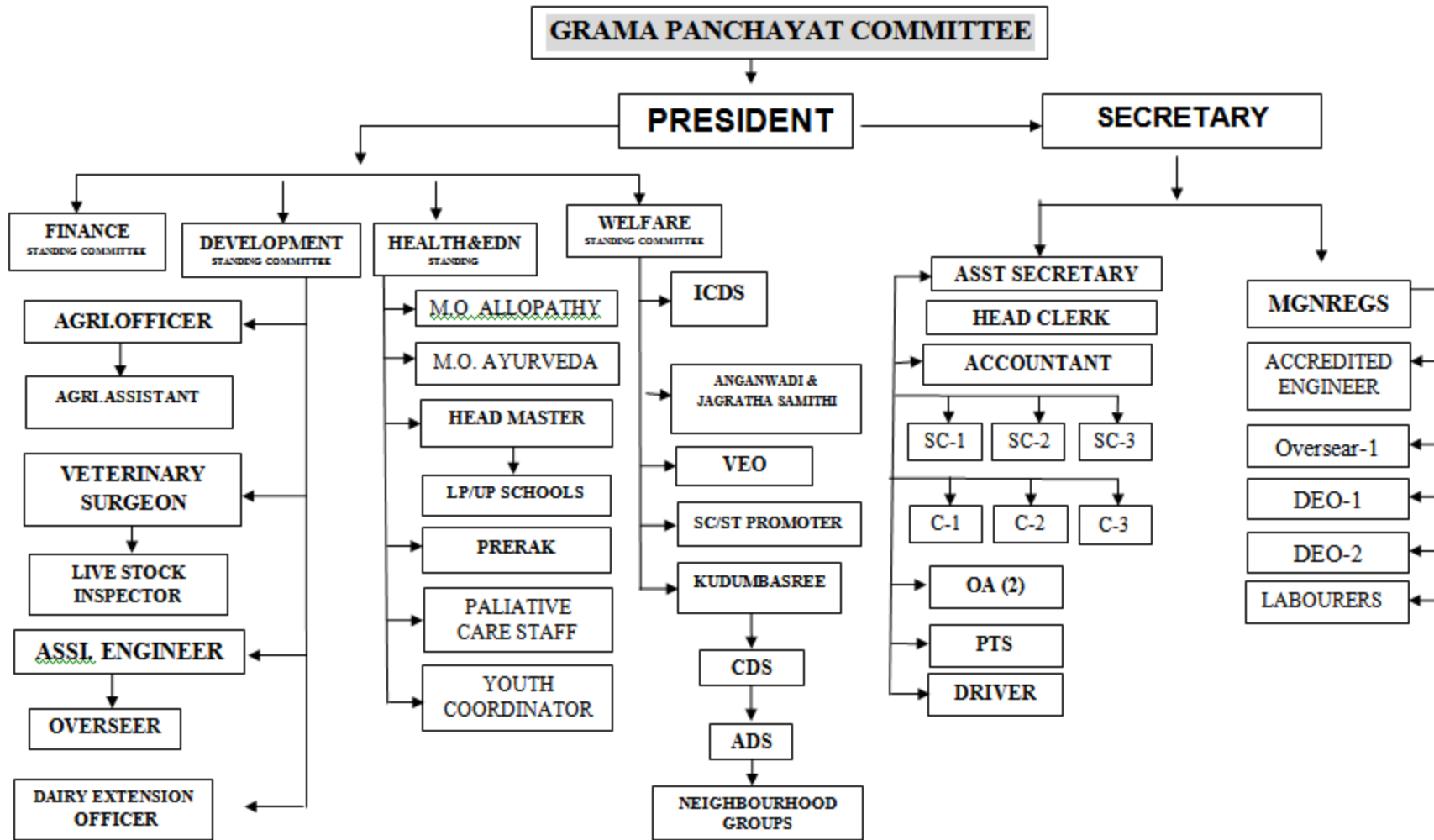
Ward	^^	: 15
Village		: .....,Kombanad
Thaluk		: Kunnathunadu
Block Panchayath		: Koovappady
District Panchayath		: Ernakulam
Legislative Assembly		: Perumbavoor
Area		: 248.01 Sqkm
Population		: 12137
Man		: 5974
Woman		: 6163
ST		: 2290
SC		: 4
Boundaries	North	: Ramavarma Canal
	East	: Cochin Lake
	West	: Arabian Sea
	South	: Tanav Thodu

## Appendix 2.1

## Details of Panchayath Committee members

Sl.No	Name	Position	Ward
1. 1.	M A Shaji	President	6
2.	Preethy Biju	Vice president	4
3.	Sabu K Vargheese	Development Standing Committee Chairperson	14
4.	T G Poulse	Health and Education Standing Committee Chairperson	12
5.	Ambily John	Welfare Standing Committee Chairman	10
6.	Anto Paul	Member	1
7.	Thankamani Ravi	Member	2
8.	Biji Ajikumar	Member	3
9.	M U Mohanan	Member	5
10.	Biju M Jacob	Member	7
11.	Sheeba Chakkappan	Member	8
12.	Beena Poulse	Member	9
13.	Leena Joy	Member	11
14.	Sudheesh Balan	Member	13
15.	Priya Tomson	Member	15

Appendix 2.2: Organisation Chart



## Appendix 3

## Details of Employees and Implementing officers of the panchayath

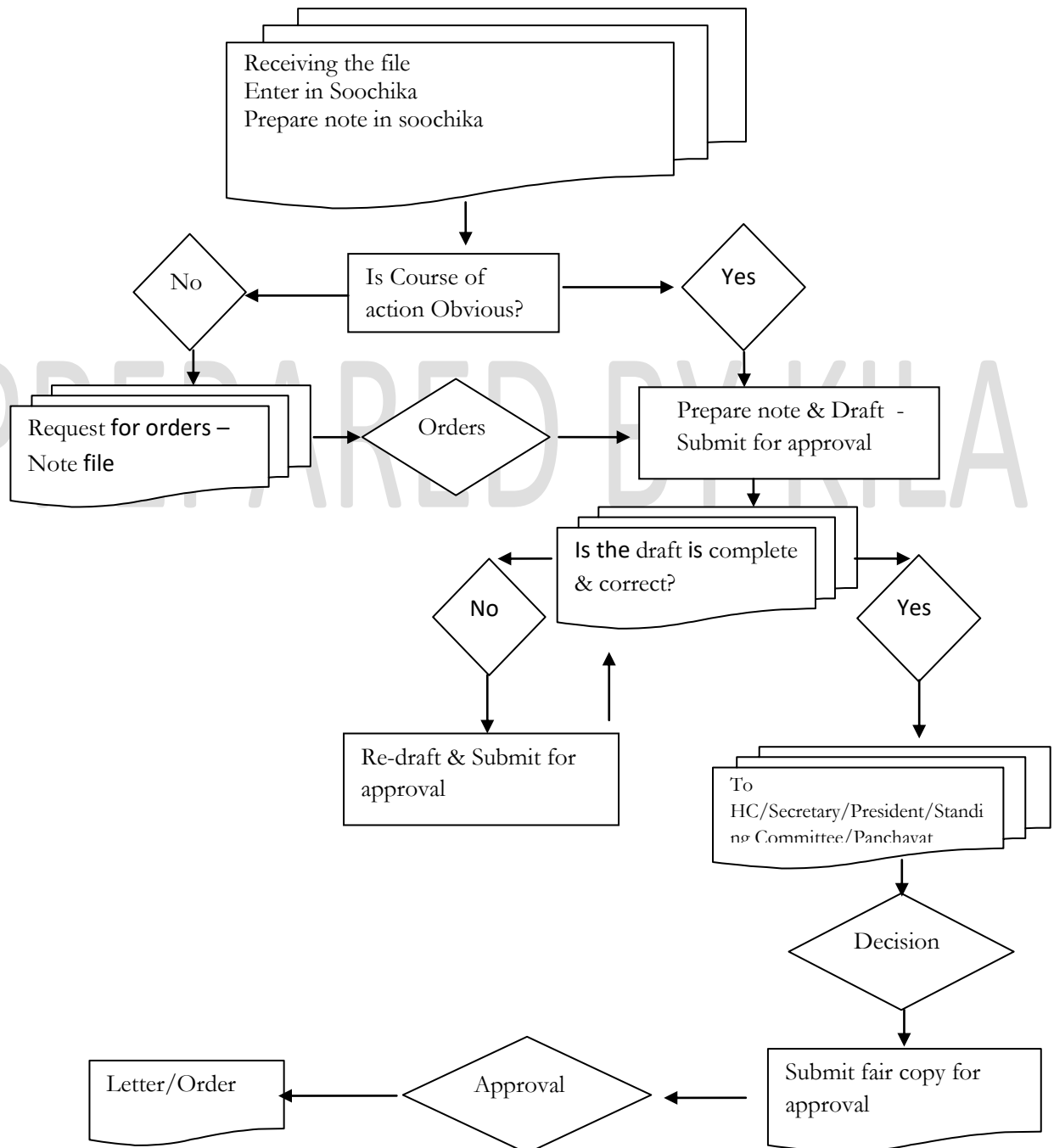
EMPLOYEES OF THE ..... PANCHAYATH	
Name	Designation
N M Mohanan	Secretary
N A Suresh	Assistant Secretary
Asalatha	Head Clerk
Sanil A	Accountant
Jickson P M	Senior Clerk
Ragesh Menon	Senior Clerk
Sreeja K S	Senior Clerk
C K Ravi	Clerk
Teeniya P Lal	Clerk
Sritha T U	Clerk
Dileep C D	OA
Sunitha M Vargheese	O A
Mary P K	PTS
Arsha Vijayan	Accredited Engineer, MGNREGS
Anoop	Oversear, MGNREGS
Roopa Rajappan	Data entry operator cum Accountant, MGNREGS
Shibi Paul	Data entry operator cum Accountant, MGNREGS
Mruthula K Ayyappan	Technical Assistant

<b>IMPLEMENTING OFFICERS OF THE ..... PANCHAYATH</b>	
<b>Name</b>	<b>Designation</b>
Philip G T Kannattu	Agricultural office
Ambili K K	AE
Dr. Sainabha	Medical Officer, PHC
Dr. Asaletha	Vetineray Surgeon
Dr. Ietha	M O, Ayurveda
Dr.	M O, Homeo
Siji C N	ICDS Supervisor
Mugul S V	VEO
Prasobh K P	VEO
Bindhuja	DEO
Dr.	M O, NRHM, Ayurvedha
Dr.	MO, NRHM, Homeo

PREPA

**Appendix 4.  
Process chart**

**Chart  
File Process**





## Appendix 5 : Roles and Responsibilities

### Gramapanchayath Committee

1. All responsibilities as Panchayati Raj act as per table 3
2. To make decisions on agendas on consideration of panchayath committee taking the legal advice of secretary.
3. To consider and approve the recommendations of standing committees
4. To evaluate the functioning of the panchayth office and allied institutions
5. To delegate responsibilities to officials to implement the decisions made by the panchayath committee and to ensure the timely completion of the same.

### Steering committee

1. Committees includes the panchayath president, vice president, Chairpersons of Standing committees.
2. To make consensus on topics to be discussed in the panchayth committee
3. To priotise list of project planning and project execution, to co-ordinate the activities of the standing committees.
4. To monitor the functioning of various standing committees
5. To execute the various activities given by the panchayath committee

### Finance Standing Committee

1. To monitor the activities of the panchayath office
2. To consider and make decisions on appeals on building tax
3. To consider to applications for exempting the building tax
4. To evaluate the functioning of front office
5. To approve the annual budget
6. To approve the annual financial statement
7. To examine and approve the monthly accounts
8. To provide the administrative sanction for expenses upto Rs. 25000/-

9. To plan and timely implement the projects on the above mentioned subjects

**Development Standing Committee**

1. To prepare annual plan
2. To implement the projects under Agriculture, Animal Husbandary, Fisheries, and Public Works in a timebound manner
3. To monitor the functioning of Krishi Bhavan, Veterinary Dispensary, Malsyabhavan
4. Maintenance of street light
5. To plan and timely implement the projects on the above mentioned subjects
6. To monitor the activities of MGNERGS

**Welfare Standing Committee**

1. Functioning of Anganwadis
2. functioning of bud schools
3. monitoring of kudumbasree
4. implementation of ashraya project
5. timely execution of poverty eradication projects
6. To plan and timely implement the projects on the above mentioned subjects

**Health and Education Standing committee**

1. functioning of LP and UP schools
2. functioning of cultural sandals and Library
3. Implementing continuous literacy activities
4. to monitor The functioning of library
5. to monitor The functioning of sub centres Ayurveda homeo dispensaries
6. to organise and conduct keralotsavam
7. To plan and timely implement the projects on the above mentioned subjects

**President**

President shall:

i) As Executive Authority, ensure proper functioning of the Grama Panchayat Office and all Allied Institutions of the Grama Panchayat.

ii) Preside over and regulate the meetings of the Grama Panchayat, Steering Committee and the Grama Sabha. He may attend all other meetings as an exofficio member without the right to vote.

iii) Exercise supervision and control over the activities of all officers and staff of the Grama Panchayat and prepare/review their Confidential Reports (CRs).

iv) Send report regarding the service of government officers or employees whose service has been lent to the Grama Panchayat from time to time to the concerned appointing authority and the said report shall also be taken into account when their confidential reports are prepared

v) If circumstances so warrant, incur contingent expenditure up to the limit prescribed by Government from time to time.

vi) Authorize payments and refund pertaining to the Grama Panchayat.

vii) Call for, in writing, any records or files relating to the administration of the Grama Panchayat, from the Secretary or any other Officer of the Grama Panchayat. In the light of the Act and standing orders, the President can give necessary directions or pass orders on those records/files. Provided that no files and records relating to the exercise of statutory powers vested solely with the Secretary or any officer in respect of the administration of the Grama Panchayat shall be called for.

viii) Exercise such other powers and discharge such other functions as may be conferred upon him by the Act or Rules made there under.

ix) Hand over the charge to Vice President, if she/he is unable to meet the responsibilities of the President for more than fifteen consecutive working days. The charge shall be handed over before abstaining from duties.

**Vice President**

The vice President shall

i) Exercise the functions of the President when the office of the President is vacant or when the President is continuously absent from the Head Quarters for more than fifteen days, without formal handing over of charge.

ii) Convene and preside over the meetings of Finance Standing Committee.

iii) Ensure the quality and effectiveness of General Administration. Front Office Management, e-Governance, Finance, Auditing, Budgeting, and Taxation of the Panchayat.

**Secretary, Grama Panchayat**

i. The Secretary shall be responsible for discharging the functions vested on him/her by the Act, allied Acts, and Rules in addition to the functions specially assigned by the Government from time to time.

ii. He is the Executive Officer of the Grama Panchayat

iii. Attend meetings of the Grama Panchayat and Standing Committees and offer advise on all matters coming up for decision iv. Carry into effect the resolutions of the Grama Panchayat

v. Control the officers and employees working under the Grama Panchayat

vi. Meet the expenses delegated by the President vii. Give amounts either by cheque or cash or by digital transaction for all kinds of expenditure authorized by Grama Panchayat

viii. Have power to initiate disciplinary action against the employees of the Grama Panchayat referred to in section 180

ix. Place before the Standing Committee for Finance the monthly accounts of the Panchayat

before the 10th of the succeeding month or at the first meeting of the succeeding month

x. Prepare the annual accounts and the DCB statement of the preceding financial year and place before the Grama Panchayat to ensure its approval and submission to Kerala State Audit Department authorities before the 15th May of succeeding year.

xi. Furnish the returns, accounts statements and other details when called for by the Government or any audit authority

xii. Inspect or cause to be inspected the accounts of the institutions under the control of the Grama Panchayat xiii. Keep the records of the Grama Panchayat, the Standing Committees, and other committees and that of the Grama Sabha .

xiv. Co-ordinate the preparation of the annual plans and five year plans within the time specified by the Government so as enable the District Planning Committee to approve the same.

xv. Disburse the plan funds to the officers concerned and to render utilization certificates to Government as ordered by it.

xvi. By proper delegation entrust duties and responsibilities to subordinate staff and shall ensure the discharge of the same by close monitoring and supervision.

xvii. Ensure arrangements for periodical conduct of all statutory meetings such as Grama Panchayat meetings, Standing Committee meetings, and Grama Sabhas

xviii. Be the general custodian of all assets of the Grama Panchayats

Ensure that the Front Office and Main Office are properly functioning following the principles and procedures as laid out in OMM.

xix. Review the functioning of the Grama Panchayat office and its service delivery status in the FSC meetings in consultation with the Vice President Ensure the review of reports on

the working of the office, in the monthly staff meeting.

xx. Prepare Confidential Reports of the officers and shall forward the same to the appointing authorities, after getting it reviewed by the President.

xxi. Entrust the custody of Cheque Books, Minutes Books, Decision Register, Office Order Book, Stock Registers, Unused Receipt Books, Counterfoils of Used Receipt Books, Money value forms, Deeds of Immovable Properties, Accounts and Office Receipts and other valuable items to officers by Office Orders and proper upkeep of such records shall be ensured by periodical physical verification.

xxii. Review and monitor the supervisory work done by the AS, JS/HC and whenever necessary the works of subordinate staff

xxiii. When on Casual Leave or is away from Head Quarters for any official purpose, he/she shall authorise the Assistant Secretary/JS/HC to attend to the current duties of the Secretary, under intimation to the President.

xxiv. Shall Call for and Conduct random checks of files and registers in office and record observations /directions there on and initial with date and seal to ensure proper maintenance of Records by the Section Clerks.

xxv. Make arrangements for periodical conduct of meetings of Heads of Allied institutions to ensure proper functioning of such institutions and for the review of Annual plan implementation and such other duties entrusted by the Grama Panchayat.

xxvi. Ensure conduct of monthly staff meetings for review and performance evaluation of working of staff in office

xxvii. Ensure smooth functioning of the Grama Panchayat Office by issuing office orders as and when required.

xxviii. Shall discharge various duties such as Advisor to the Grama Panchayat, Implementing

Officer, Finance Manager, Tax assessment Authority, Licensing Authority, Permitting Authority, Electoral Registration Officer, Asst Returning Officer, Registrar of Births & Deaths, Registrar of Marriages, Estate Officer, Employment Registrar, Drawing & Disbursing Officer, SPIO, Prosecution Authority, Disciplinary Authority, etc as conferred on him by various statutes diligently.

xxix. Shall ensure proper coordination between the Grama Panchayat and Heads of Allied Institutions. Act as administrator of various softwares used in office and shall assign login facilities to staff and heads of Allied institutions as users with privileges.

### **Assistant Secretary**

The Assistant Secretary shall,

- i) Supervise all the works related to demanding and collection of Taxes and Fees as Revenue Officer.
- ii) All duties related to MGNREGS such as a. Receiving applications for job cards, enquiry, preparation and its distribution b. Preparation of Annual Action Plan and shelf of projects and placing it before Grama Sabhas and Grama Panchayat c. Conduct of labour Grama Sabhas d. Obtaining Administrative sanction and technical sanction for projects e. Collection of applications for jobs, arrangement of job and giving intimation on job allotment f. Conducting site meetings, providing amenities at site, supervision, measurement, preparation of bills and payment of wages to the accounts of workers and material cost to suppliers using digital signature. g. Arranging works in tune with the annual calendar of agricultural activities h. Collection of materials at site and arranging skilled labours i. Preparation and maintenance of all records and files connected with the scheme implementation as the custodian officer and producing it for audit j. Conduct of Social Audit k. Safe custody of computer systems and other electronic devices allotted to MGNREGS wing l. Supervision of Accredited Engineers/Overseers and Data Entry Operators
- iii) Ensure that the assets acquired by the Grama Panchayat are entered in the Asset

Register.

iv) Oversee the action on prosecution files, after making necessary entries in Suit Register.  
v) Supervise the preparation and updating of the Documents, Records, Registers, Diaries, etc. in connection with the cases pending before various grievance redressal forums such as courts of law, Ombudsman, Human Rights Commission, Tribunal, RTI Commission etc, filed by and/or against the Panchayat.

vi) Appear before the judicial forums, representing Secretary, if personal appearance of the Secretary is not insisted upon.

vii) Gather and make available to the Secretary duly certified reports and other information from the concerned sections, two days in advance of the monthly conference/other review meetings convened by Higher Level Officers.

iii) Ensure that the assets acquired by the Grama Panchayat are entered in the Asset Register.

iv) Oversee the action on prosecution files, after making necessary entries in Suit Register.  
v) Supervise the preparation and updating of the Documents, Records, Registers, Diaries, etc. in connection with the cases pending before various grievance redressal forums such as courts of law, Ombudsman, Human Rights Commission, Tribunal, RTI Commission etc, filed by and/or against the Panchayat.

vi) Appear before the judicial forums, representing Secretary, if personal appearance of the Secretary is not insisted upon.

vii) Gather and make available to the Secretary duly certified reports and other information from the concerned sections, two days in advance of the monthly conference/other review meetings convened by Higher Level Officers.

viii) Serve as the Charge Officer of Kudumbashree. ix) Act as Implementing Officer of Projects entrusted by the Grama Panchayat. x) Act as Assistant Electoral Registration



Officer (AERO).

xi) Supervise Issual of Allotment Letters of Plan and Non-Plan Projects to implementing officers as part of Annual Plan of the Grama Panchayat.

xii) Closely monitor the activities related to collection of taxes and fees due to the Grama Panchayat and ensure timely action for realization of all revenues due to the Grama Panchayat.

xiii) Act as the Meeting Organiser of Grama Panchayat and Steering Committee meeting

xiv) Ensure timely inclusion of Agenda for Grama Panchayat Meeting in the Agenda Register and preparation and submission of necessary connected records and reports to the Secretary

xv) Monitoring follow up action on the resolutions of the Grama Panchayat. xvi) Serve as the Grama Panchayat level Meeting Organiser of Grama Sabhas.

xvii) Prepare and submit statement related to his work to the staff meeting.

xviii) Closely monitor the defence/prosecution steps in all cases of pending suits.

xix) Represent Secretary in meetings on authorization and furnish required details

xx) Ensure timely updation of periodical online reports

xxi) Discharge any other duties as assigned by the President or Secretary from time to time.

xxii) Function as Sub Registrar of Births & Deaths

### **Junior Superintendent (JS)/ Head Clerk (HC)**

Perform all duties and responsibilities in strict adherence to the KPR Act and Rules made there under so as to assist the Secretary in the smooth and efficient functioning of the Grama Panchayat and provide handholding support to the subordinate staff and shall:

- i) Supervise the office administration.
- ii) Supervise the functioning of Front Office.
- iii) Function as Assistant State Public Information Officer (ASPIO) under Right to Information Act.
- iv) Register Births and Deaths reported in time and issue certified extracts under Sec.12 of the Act.
- v) Function as the custodian of the Vehicles and ensure proper maintenance of Log Books.
- vi) Assist the Secretary to revise the Citizen Charter timely, every year.
- vii) Function as Custodian of the Service Registers of Employees, Attendance Register, Movement Register, Casual Leave Register; Register of Handing over of Charge and Office Order Books.
- viii) Ensure presence of staff in office and their proper attendance of assigned duties in Front Office, Main Office and at Field.
- ix) Assign duties to the Clerks, as per the instructions of the Secretary through office orders and ensure its compliance as Office Supervisor.
- x) Supervise timely distribution of all Tapals and record Distribution Completion Certificate on Registration Cum Distribution Register (except those addressed to the President or Secretary in their personal capacity).
- xi) Mark the Tapals to concerned sections which are of dispute in front office and ensure its timely distribution to various sections.
- xii) Examine the Tapals and take action on papers of urgent nature, in the absence of Secretary/Assistant Secretary.
- xiii) Ensure distribution of Tapals of routine nature, which needs no special directions, to

the sections directly from front office for initiating action.

xiv) Ensure proper maintenance of Documents and records by the Section Clerks.

xv) Inspect Personal Register of the Clerks, fortnightly and record observations and directions in running note file.

xvi) Verify pendency status of services and action on files, once in a week, and bring willful dereliction of duty from the part of clerks to the notice of the Secretary for action.

xvii) Supervise handing over of charge between clerks and ensure that all Documents and Records are up-to-date and charge handed over as per the Office Order in force and submit the 'Register of Handing over of charge' to the Secretary duly certified for countersigning.

xviii) Attend meetings representing the Secretary and submit necessary reports, as authorized by the Secretary.

xix) Keep one set of keys of the Almirahs, Cupboards and other Movable Assets that are under lock and key.

xx) Supervise cleaning of office building and auxiliary buildings, proper maintenance of fixtures and furniture, stock and store, etc. Regulate the use of meeting halls, conference room, etc.

xxi) Call for and Conduct random checks of files and registers in office and record observations/directions there on and initial with date and seal to ensure proper maintenance of Records by the Section Clerks.

xxii) Provide hands on training to the staff, in office procedures.

xxiii) Verify the files submitted by clerks and record his/her opinion on it and shall render advice to the Secretary for decision making, quoting relevant statutes/ guidelines.

xxiv) Ensure that front office collection and outdoor collection of field staff are received in

office in time, and the accuracy of the same is ascertained , after due verification of receipt book/statements/outdoor collection registers by Front Office Assistant/Cashier and the same is timely remitted to the Account of the Grama Panchayat.

xxv) Act as the nodal officer for producing all records before Performance Audit, KSAD Audit and AG Audit in liaison with the Accountant and various other sections. Ensure proper follow up action on all pending Audit Reports.

xxvi) Ensure timely service delivery on all applications received under Right to Service Act and Citizens Charter.

xxvii) Prepare a monthly statement of transferred files pending return (see 2.5.2).

xxviii) Make arrangements for conduct of monthly staff meetings

xxix) Present Performance Evaluation Report of staff in the staff meeting.

xxx) Discharge any other duties as assigned by the President or Secretary from time to time.

xxxi) Act as Assistant Electrical Registration Officer (AERO)

### **Accountant**

The Accountant shall

i. be responsible for the maintenance of accounts and for the safe custody of registers and records related to accounting in Grama Panchayat Office.

ii. shall supervise the Cashier in office, related to collection and remittance of cash

iii. shall be responsible for the maintenance of cash chest

iv. shall keep one of the keys of the cash chest v. shall ensure the keeping of all valuables including cash, cheques, demand drafts, postal orders, bonds, FD receipts etc. in cash chest

vi. be the custodian of one of the keys of cash chest

vii. write cheques, memo of payment in work bills

viii. maintain the Treasury bill book

ix. Payment or refund shall be made only on the basis of bill prepared in proper format and on due authorization of the President and passed by the Secretary

x. Be responsible for the maintenance of all registers related with the accounts either manually or electronically on software as directed by Govt. from time to time ,such as Cash Book, Subsidiary Cash Book, Cheques and Drafts Register, Bill Register, Cheque Issue Register, Investment Register, Treasury, Bank, Post Office Investment Balance Register, Register of Receipts, Register of Payments, Advance Register, Deposit Register, Appropriation Control Register etc.

xi. Ensure the daily closing of Cash book by the Secretary.

xii. Ensure the remittance of Cash/Cheques/Demand Drafts/Postal Orders etc. on the day of receipt or on the next working day itself in Bank/Treasury by the Cashier and submission of the receipts to the Secretary, duly certified.

xiii. Ensure the cash balance verification by counting by the Secretary or authorized official at the end of every day and certification on its correctness is recorded as per Rule 131(a) of KTC.

xiv. Conduct Treasury/Bank Reconciliation at the end of each month and the Reconciliation Statement shall be prepared in the prescribed form.

xv. Maintain in safe custody the counterfoils of all receipts and all vouchers and the same shall be produced before various audit authorities for audit.

xvi. Keep all vouchers with all enclosures stitched with voucher number labelled in red ink.

xvii. Be responsible for preparation of the draft Budget in the prescribed format for presentation before the Finance Standing Committee and Grama Panchayat.

- xviii. Ensure that expenditure is incurred as per provisions in the approved Budget.
- xix. Bring to notice of Secretary the need for Supplementary/Revised Budget as and when it becomes necessary.
- xx. Prepare Monthly accounts and Annual Financial Statements with connected statements before the 5th of every succeeding month and before 30th April every year respectively.
- xxi. Give directions to the concerned sections with approval of Secretary for completing subsidiary registers related with the submission of Annual Financial Statement. xxii. Keep the file related to preparation of Annual Administration Report and shall ensure its preparation and submission with proper co-ordination with concerned Standing Committees.
- xxiii. Ensure receipt of Utilisation Certificates from Implementing Officers for allotments issued soon after making expenditure and the same shall be incorporated in accounts without any delay.
- xxiv. Ensure timely repayment of loans and timely remittance to the authorities concerned of the recoveries made
- xxv. Ensure that the provisions of Kerala Account code regarding withdrawal/ payment/transfer/disbursement of money from the consolidated fund and the Public account as regulated by act/rules are complied with.
- xxvi. Ensure proper classification of expenditure as capital and revenue as prescribed under the provisions of Kerala Account Code and Kerala Financial Code
- xxvii. Ensure that the provisions of Articles 82 and 83 of Kerala Account Code Volume 1 relating to loss of cash written off, loss of cash due to acceptance of counterfeit coins or notes, other loss of cash, misappropriation, embezzlement etc. and irregular, unusual or excess payments are observed in matters relating to cash in hand.
- xxviii. Ensure maintenance of proper accounts for all financial transactions accurately and promptly as prescribed by Government/Accountant General from time to time

xxix. Keep himself/herself aware of the general principles and standards of financial propriety and the important financial principles as laid down in Article 40 of KFC volume 1 to tender advice on financial matters to the Secretary/Vice President/President if called for.

xxx. Monitoring the progress of collection of various taxes, fees, and other sources of income and submission of periodical reports to the Secretary, Assistant Secretary and Finance Standing Committee.

xxxi. Ensuring that replies to Audit Observations and Audit report are furnished in time by collecting and communicating replies from concerned officers

xxxii. Ensuring the periodical updation of Demand Register and Arrear Demand register

xxxiii. Periodical verification of the receipt of collection and posting them in the Demand register

xxxiv. Preparation of monthly DCB and expenditure statement of Grama Panchayat xxxv. Be responsible for keeping the Financial data base

xxxvi. Maintain the books of accounts such as Cash Book, Bank Book, Journal Book, General Ledger, sub Ledger and Vouchers under double entry accounting system using Sankya software with proper, correct and timely recording of transactions

xxxvii. Be responsible for the accounting transactions as per Kerala Panchayat Raj (Account Rules) 2011

xxxviii. Satisfying himself/herself that the amounts withdrawn for remittance of various bills are remitted in time and the receipts are filed with vouchers duly initialed by the Secretary.

xxxix. Take print out of Cash Book, Bank Book, Payment Vouchers and the same shall be kept duly attested by the Secretary xl. Ensuring prompt disbursement of amount withdrawn from Treasury/Grama Panchayat Fund towards unemployment allowance and other social security schemes and timely refund of undisbursed cash to the account.

xli. Provide necessary information to the audit team and produce vouchers, counterfoils of receipts, bank passbooks, treasury bill book and other Documents and Records, as per the requisition slip given by the audit team of Performance Audit, Kerala State Audit and Accountant General (Audit).

xlii. Take timely action on Audit Reports with the help of the JS/HC and Audit Section.

xliii. Ensure that a print out of Counter Day Book and Day Book are taken before 5 pm and shall verify the accuracy of cash collection in office with them.

xliv. Verify and ensure that the amount kept in cash chest tallies with the cash balance as per Cash Book and other subsidiary registers. xlv. Prepare cheques for the amount sanctioned by the Grama Panchayat Secretary in various bills and issue it properly.

xlvi. Keep Treasury Pass Book and issue closing balance certificates, after monthly reconciliation.

xlvii. Prepare annual closing balance certificate.

xlviii. Keep Bank/Post office Pass Books and carry out monthly reconciliation.

xlix. Submit Returns in time regarding TDS towards IT, VAT and other Government dues l. Prepare and hand over to the concerned section the Statement of Accounts to be placed before the Grama Sabha on getting information regarding the convening of Grama Sabha .

### **Section Clerks – Senior Clerks/ Clerks**

Section Clerks shall discharge all the duties entrusted to them as per the Office Orders as well as by any special or general Order. These include:

i) Safe custody of the registers, files, records ,computer systems, printers and other electronic devices connected with the subjects dealt by the Section and made available for official work, until they are handed over as per charge hand over Register/transferred to Record Room/disposed off.



ii) Produce the records under their custody for audit purpose.

iii) Take timely action on all the files related to the subjects assigned to them as per Office Order and submit the current file with notes to the supervisory officer within stipulated time. The notes shall be prepared quoting the relevant statutes and instructions from higher offices/Govt in the subject and the dated initials of the clerks shall be put with seal at the end of the note. They will ensure return of files submitted to higher officers within the normal business time frame, by bringing the matter of delay in return of files to the personal notice of the concerned officer.

iv) Proper maintenance of Personal Registers with up-to-date entries and submitting it for inspection, along with running Note on or before the date fixed for such inspection. v) Conduct field enquiries and submit report in time.

vi) Attend the Committee meetings as Meeting Organizers as per Office Order and prepare draft minutes.

vii) Responsible for realization of the various Taxes in time, if entrusted with collection duty. For this purpose they shall maintain all necessary registers and prepare and serve demand notice in time.

viii) Prepare a list of pending files, every month, and submit it to the JS/HC and also take action to clear the pendency.

ix) Hand over all disposed files, closed registers and other records to the Clerk in charge of the Record Room under proper acknowledgement on personal register. Till then, the files and records are to be kept safely by the Section.

x) Hand over/take charge of sections by entering the details of files, registers and other documents in the Register of Handing over of charge under the supervision of JS/HC. Both Clerks and JS/HC shall put their signature in the Register and it shall be got countersigned by the Secretary.

xi) Keep all relevant G.Os, Circulars, etc. for future reference in the Stock file duly indexed and make it available for reference, whenever needed.

xii) Ensure Budgetary Control on expenditure by timely gathering information regarding allotment and budget provision from the Accountant.

xiii) Make available to the Accountant the data and information required for the preparation of Budget.

xiv) Furnish replies to Audit section, on Audit Objections pertaining to subjects being dealt with in the section, and also take timely action for clearing the Audit Objections.

xv) Take urgent and time bound action on files related with threat to life and property, illegal activities, LA interpellations, D.O letters, registered Tapals, e-mails, Information under RTI, Service Delivery under Right to Service Act, Service Delivery under Citizens' Charter, Reports to Conferences, Communications from Judicial Forums, complaints received from Complaint Redressal Forums etc. by personally bringing the urgency of the matter to the notice of HC/JS and Secretary so as to ensure compliance on all such matters within the stipulated time.

xvi) Prepare and update the Registers, Documents, Records, Diaries under the custody of the section by making proper entries in time and getting it authorized by the HC/JS/Secretary,

xvii) Ensure follow up action on all cases pending before various grievance redressal forums such as Courts of Law, Ombudsman, Human Rights Commission, Tribunal, RTI Commission, etc. filed by and/or against the Grama Panchayat.

xviii) Preparation of draft Agenda notes on Agendas to be included in the Grama Panchayat/Standing Committee meetings.

xix) The section handled by Clerks shall be changed compulsorily on completion of 3 years duty, in the section.

**Office Attendant**

Office Attendant shall i) Report for duty at 9.30 am on all working days at office. ii) Be responsible for the opening and closure of the office and also for the safe custody of one set of keys.

iii) Serve notice to Tax payers and other public, give meeting notice to the elected representatives and get dated signature.

iv) Attend Treasury/Bank/Post Office duty for the remittance or withdrawal of cash.

v) Discharge all duties entrusted to her/him by the President/Secretary or higher officers.

vi) Deliver letters locally and get acknowledgement in the local delivery book. vii) Ensure that all electrical appliances are switched off and windows are closed at the time of closing the office.

viii) Affix notices on the Notice Boards at office and at other public places.

ix) Make necessary arrangement for the various meetings of the Grama Panchayat under the supervision of Meeting Organiser

x) Carrying Manual files and registers from one section to other and to supervisory officers at regular intervals to ensure speedy file processing.

xi) Assist in the Front Office as Front Office Attendant.

**Driver**

The Driver have the following responsibilities

i) Log Book shall be maintained properly. Before starting and on completion of journey necessary details shall be entered and the signature of the officer using the vehicle shall be obtained.

- ii) Shall submit the Logbook to the custodian officer every day and shall obtain his authentication for the journeys performed.
- iii) Shall submit the Log Book Periodically to the Section dealing with the subject of Vehicles for verification.
- iv) Vehicle shall be maintained cleanly and in good working condition by regular washing and periodical servicing/repairs.
- v) Shall ensure safety of the people and the vehicle by driving it adhering to the provisions of Motor vehicle Act and Road safety directions.
- vi) Shall ensure safe custody of the vehicle after journey at garage under lock. If so entrusted, the rent on Tractor, Road Roller and other vehicles given on rent shall be collected and remitted at the Panchayat office promptly using the receipts issued from office.
- vii) Ensure that the vehicles other than on rent, are used for official purpose journeys only.
- viii) Details of filling of fuel, changing of spare parts, servicing and repair of the vehicle shall be entered in the log book on the date of event itself and got attested by the Custodian Officer
- ix) When fuelling, fuel shall be filled to full capacity of the tank, in presence of an authorized officer
- x) Ensure timely renewal of Insurance Premium, emission test certificate etc, by bringing it to the notice of the Section Clerk/HC/JS concerned.

**Part time and Full time Sweepers**

Part time and Full time sweepers shall

- i. Attend daily sweeping/sanitations duties neatly at allotted places.

ii. After cleaning, enter the details of public places cleaned, in the register prescribed.

iii. Clean the tables, chairs, cupboards, etc, free of dirt and dust every day and clean the toilets daily with cleaning liquids to ensure tidy and hygienic atmosphere. Clean the floors, glass panels of the cabin, windows etc., once in 3 days by wiping with wet mop.

iv. Be collectively responsible for the safe custody of the cleaning apparatus. v. Submit written reports of any cases of dumping of waste at public places noticed during their outdoor work to the Secretary.

vi. After their field duties, attend the office and discharge any other duties assigned to them by the President, Secretary, Junior Superintendent or Head Clerk. vii. Ensure availability of safe drinking water in office.

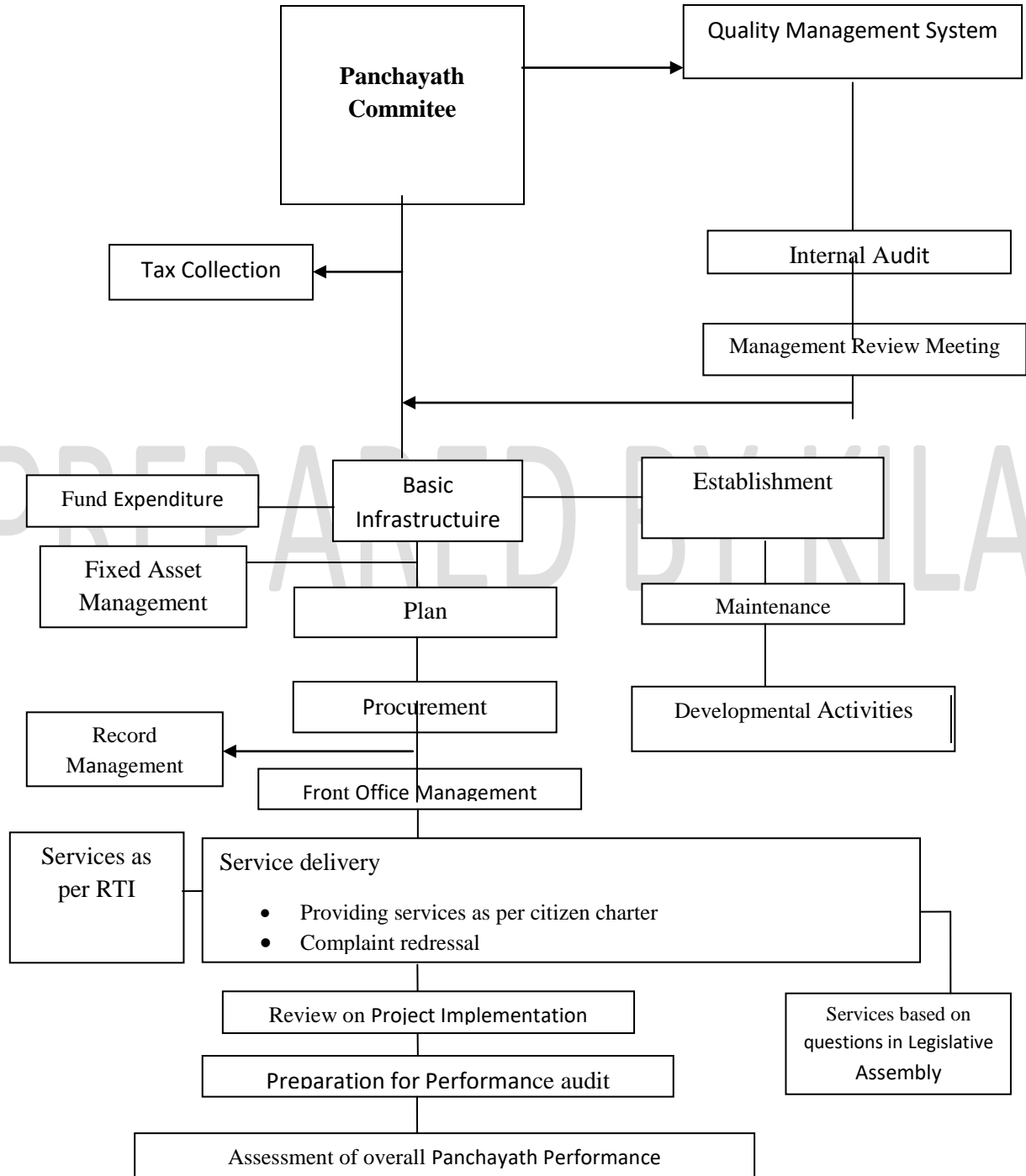
viii. While on duty, wear uniform in Navy Blue Colour.

ix. The duty time of Part Time Sweepers shall be from 9 am to 1 pm.

x. The duty time of Full Time Sweepers shall be from 9 am to 4 pm.

xi. Considering the heavy traffic in roads, the Grama Panchayat shall issue suitable orders regarding the starting time of work of road sweeping, convenient to attend work, without any change in total hours of duty to be attended by sweepers.

**Appendix 6**  
**Process Interaction Chart**



PREPARED BY KILA